

The Queen to present prize at Wimbledon's centenary

THE QUEEN, accompanied by Prince Philip, will present prizes to the winners of Wimbledon's centenary tennis championships...

Sea Pigeon has the class

EVEN HAD-to-day's Flat meeting at Teeside not been abandoned, owing to the course being waterlogged...

Saleroom by Antony Thorncroft

BRISK demand at Sotheby's. SOOTHEY'S must have approached its major spring sale yesterday with some apprehension...

A Liberal dose of wishful thinking

BY ANTHONY HARRIS. THE CHANCELLOR may well be hearing from his Liberal colleagues at their next policy meeting that although his Budget is all very well as far as it goes...

Select Committee wants into West Indian education

A HIGH-LEVEL independent inquiry into the poor school standards of West Indian children and possible remedies was urged by a Commons Select Committee yesterday...

Move to reduce deer population

SCOTTISH LANDOWNERS were advised in an official report yesterday to kill more red deer because of a population explosion...

Ingenuity

The whole proposal could only come from the Liberal party, the combination of ingenuity, simplicity and innocence...

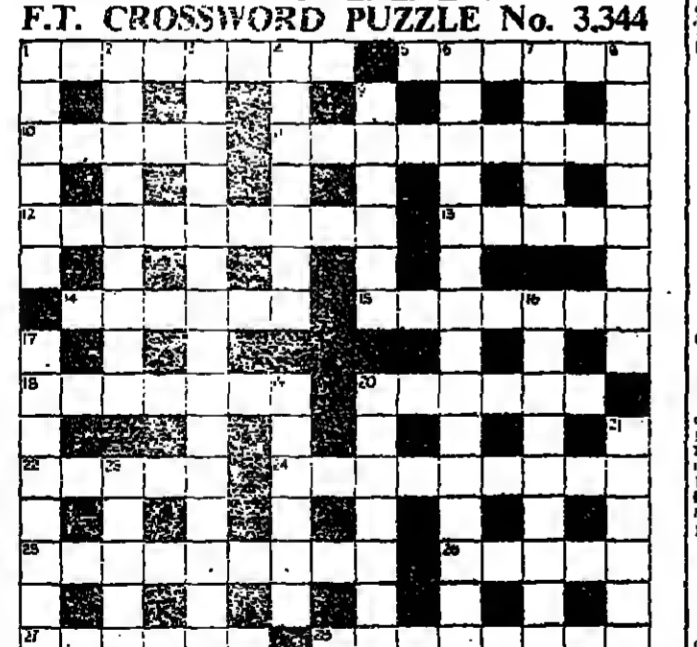
Full of risk

Finally, of course, there is the biggest hurdle of all: the very doubtful ability of the TUC leadership which grows more doubtful with every day that passes...

TV and Radio

- 11.10 Tonight. 11.50 Weather/Regional News. All regions as BBC 1 except at the following times...

F.J. CROSSWORD PUZZLE No. 3344



- 1 Animal going east on railway to make a home for others (8). 2 Trying the nib-while illustrating (7, 3, 3). 3 Odds I'd hesitate to quote for a spinner (6).

APPOINTMENTS

Mr. P. J. M. Fettes has been appointed to the new created post of marketing executive for the REDIFFUSION group...

Rediffusion marketing post

Mr. G. R. Wood is managing director of the new created post of marketing executive for the REDIFFUSION group...

CLYDEDALE BANK LIMITED INTEREST RATES. Clydesdale Bank Limited announces with effect from 31st March 1977 Base Rate for lending is being decreased from 10 1/4% to 9 1/2% per annum.

present pro... centenary

Bolshoy Ballet—and Semenyaka

by CLEMENT CRISP

The Bolshoy Ballet has probably never looked more like itself in the West than on its recent visit to Paris...

fact that Semenyaka so plainly did not suit the ballet or its manner. Sunday's matinee of the Chikovskiy triple brought the answer to my disappointment...



Semenyaka as Masha in 'The Nutcracker'

Banking & Sources of Finance

in the EUROPEAN COMMUNITY is an updated and much improved edition of a very full volume first published in 1973.

Table with columns for bond numbers and values, including 'CITY OF TURIN U.S. 9% Bonds 1991'.

Il castello di Kenilworth

by MAX LOPPERT

Uniting its recognition of the Jubilee Year with its contribution to the Camden Festival...

The Last Missionary

by B. A. YOUNG

The last missionary, Jackson analogy of African independence, waiting in a desolate land...

Record Review

Zimmerman, Berman, Woodward

by DOMINIC GILL

Chopin: Piano recital, Krystian Zimerman. DG 2330 836 (23.59)...

The Entertainment Guide is on Page 35

Lyttelton The Magic Drum The gauntlet is well and truly thrown down to other companies...

From 1st April you can improve your city image for 20% less!

Advertisement for City Slicker, featuring an illustration of a man in a suit and a hat, and text describing the product and its benefits.

Mermaid

After Liverpool

The Actors' Company complete their repertoire for this year with an entertaining revival of James Saunders' revue of sexual and social manners...

EUROPEAN NEWS

ITALY'S IMF LOAN NEGOTIATIONS

Bid to reach agreement with unions

BY DOMINICK J. COYLE

ROME, March 30.

INTENSIVE consultations have continued here over the past 48 hours involving the International Monetary Fund (IMF), the U.S. and West German Governments...

agreed alternative, could put the future of the government at risk. The Prime Minister has maintained private contacts over the past two days with senior representatives of both the Communist and Socialist parties...

Schmidt and Vance to air nuclear differences

BONN, March 30.

THE EMERGING American stance against the use of plutonium as a source of nuclear energy will be an important topic in the talks here to-morrow between the West German Chancellor, Herr Helmut Schmidt, and the U.S. Secretary of State, Mr. Cyrus Vance...

U.S. stands back as Cyprus talks resume in Vienna

BY DOMINICK J. COYLE

(6)

THE CARTER Administration in Washington is expected to make "friendly suggestions" to both sides. The resumed negotiations for a peace settlement in Cyprus, which opened to-morrow in Vienna under the chairmanship of Dr. Kurt Waldheim, the UN Secretary-General...

Alentejo troops end occupation of smallholdings

By Diana Smith

LISBON, March 30. THE SITUATION in Portugal's southern Alentejo province, the main source of wheat and of politically motivated farming problems, has flared up again. Communist-backed farm labourers on Sunday and Monday seized three smallholdings in the Evora district and three others in the Redondo district further south.

Legal clash on Spain Communists

BY ROGER MATTHEWS

MADRID, March 30.

THE SPANISH Government and a part of the judiciary appear to have clashed head-on over the legalisation of the Communist Party, and urgent contacts were continuing this afternoon in an attempt to resolve the issue.

immediate and serious repercussions on the political life of the country as it moves towards general elections scheduled for June. A refusal to legalise the Communist party would mean that it could not participate in the elections, and the same fate would almost certainly follow for all those other political parties to the left of the Communists...

Modelled on Berlin

BY DENNIS KILEY

IT IS always a little disconcerting to believe that nearly one out of five men stationed in the street are armed with sub-machine guns. But if you try to move across Nicosia from north to south they will certainly stop you, more or less in the middle of the city.



Prices index climbs 2.9%

BY OUR OWN CORRESPONDENT

MADRID, March 30.

THE cost-of-living index in Spain is understood to have spurted ahead by 2.9 per cent, last month following an increase of just over 3 per cent in January. Neither figure has yet been officially published because of a continuing row between the Government and the National Institute of Statistics.

Norway aid to shipbuilding employment

By Fay Gjester

OSLO, March 30. THE NORWEGIAN Parliament has approved a Kr.1,125bn. (£125m.) scheme to help maintain employment in the Norwegian shipbuilding industry. The aid package authorises Government loans up to a total of Kr.500m. to help yards convert to other activities and shipbuilding.

Le Monde looks at the UNITED KINGDOM

Fifty million Frenchmen can be wrong Yes, hopelessly wrong about Britain. And can you blame them? Just consider the cliches they have lived with. Milord, Jeeves, Eton's playing fields. Le five o'clock. Sin in high society.

- Politics and society
The monarchy and its image in contemporary society. The Queen's role at home and abroad. What the younger generation thinks of the institution.
Regional autonomy. The view from Westminster, Cardiff, Edinburgh and Belfast. Problems likely to crop up in the future.

Why Le Monde? Daily circulation: 439,937 copies. Estimated daily readership: 1,361,000 nearly 40 per cent of whom are top-level executives.

Doubts on Tenerife crash tapes evade

BY ROGER MATTHEWS

THERE WAS a lull to-day in the series of accusations and denials which has followed Sunday's collision between two Boeing 747 jumbo jets on the runway at Tenerife airport in the Canary Isles. A memorial service for the more than 60 victims of the disaster was being held this evening on the island.

there may be different interpretations of the instructions from the control tower. Members of the investigating team, composed of Americans, Dutch and Spaniards, were planning to question in detail the air traffic controllers on the sequence of events. The Spanish Civil Air Authority has already cleared the controllers of responsibility for the disaster.

A FINANCIAL TIMES SU ADVERTISING IN EUROPE APRIL 14

Handwritten signature or stamp at the bottom of the page.

AMERICAN NEWS

J.P. ...

Kennedy killing probe chief resigns

A controversial congressional investigator resigned yesterday...

U.S. economic indicators resume upward movement

WASHINGTON, March 30. THE U.S. index of leading economic indicators...

Crimes of violence down 5% in 1976

WASHINGTON, March 30. VIOLENT crime in the U.S. declined last year for the first time since 1960...

MICROWAVE OVENS

A very hot potato

As some in the industry see it, microwave oven sales to households have taken off in the last two years...

The microwave boom is being compared to colour TV sales in the 1960s and the manufacturers are counting on their product being highly profitable during the rest of the 1970s.

All the fast-food emporiums are using them, the airlines, and even the hospitals. They are so popular that the president of Litton Industries...

Canada-Cuba pact

Canada has reached an agreement with Cuba to allow Cuban fish vessels within Canada's 200-mile limit...

Carter tax rebate proposals meet difficulties in Senate

WASHINGTON, March 30. PRESIDENT Carter's tax rebate proposal, a key element in the economic stimulus package...

U.S. may curb barbiturates

WASHINGTON, March 30. THE CARTER Administration is considering a total ban on the prescription of all barbiturate drugs and restrictions on their use in hospitals.

EC options move

Securities and Exchange Commission will consider expanding the put options market on December 7...

Brazil Congress may be disbanded

BRASILIA, March 30. THE OPPOSITION party in Brazil's Congress to-day defeated a Government-sponsored judicial reform measure...

Salzgitter turnover slumps

BUNN, March 30. SALZGITTER, the West German Government-owned steel, shipbuilding and engineering group...

Rauss sworn in

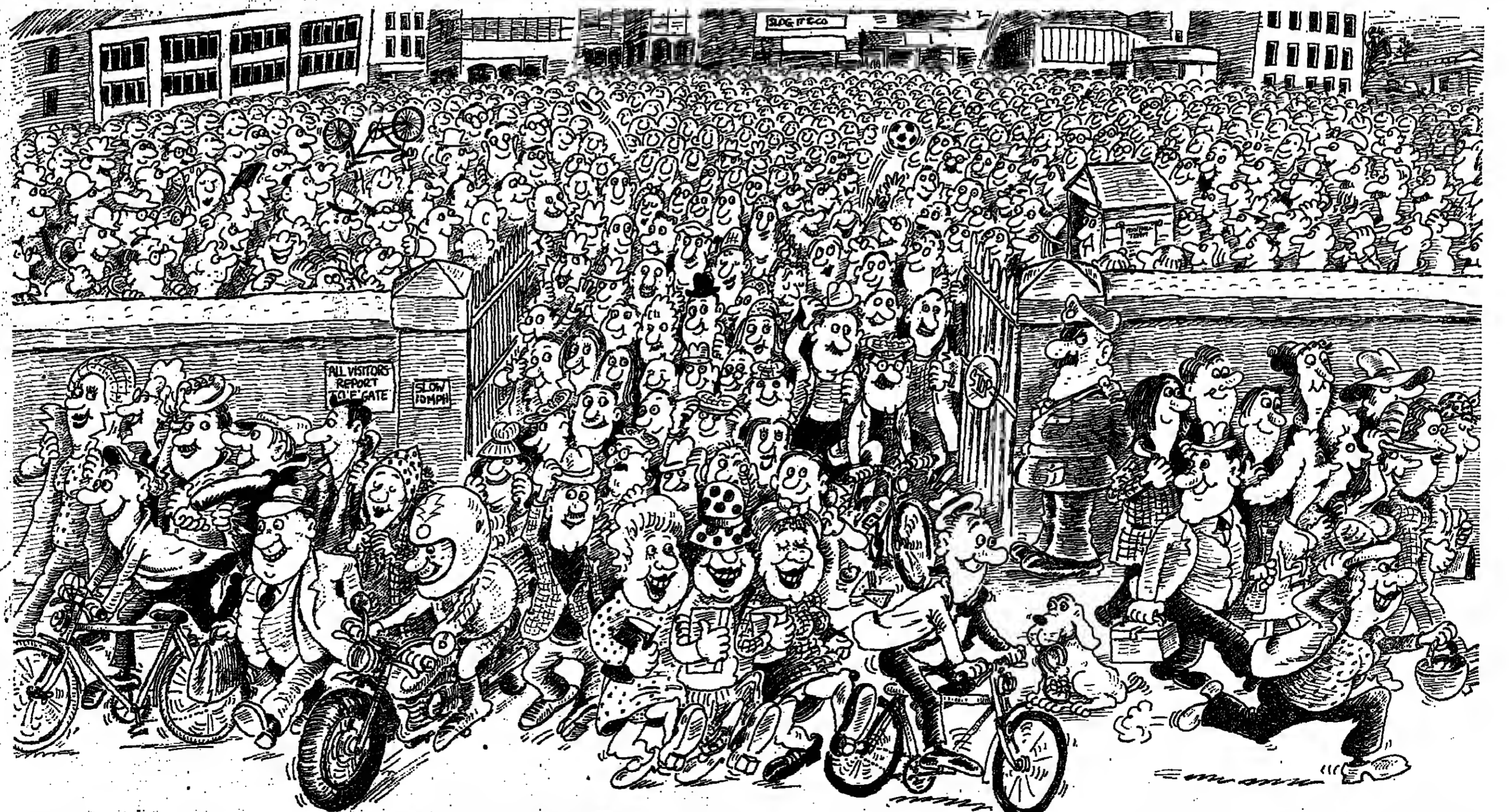
Robert Strauss, former chairman of the Democratic National Committee, was sworn in yesterday as President Carter's chief trade negotiator...

Manfield chosen

President Jimmy Carter has named former Senate Democratic leader Mr. Mike Mansfield as his ambassador to Japan...

U.S. bureaucracy bill

The House of Representatives yesterday gave President Carter the power to reorganize what he calls the most bloated and powerful bureaucracy in history...



How can you afford to take this lot to lunch every day on your money?

They all know that reasonably priced meals are your responsibility. But they don't realise how small your budget is. Your problem is to stretch the budget to meet the rising costs. It's not easy, but experience shows that careful planning can achieve an efficient and cost-effective catering system...

CATERELECTRIC The Electricity Council, England and Wales. Telephone: 01-836 7337.

OVERSEAS NEWS

S. Africa import surcharge in deflationary Budget

BY QUENTIN PEEL SOUTH AFRICA is to impose a 15 per cent surcharge on all imports to cut its balance of payments deficit and help pay for another big increase in defence spending...

JOHANNESBURG, March 30.

domestic price increases. No other exemptions would be considered. The move was seen here as an alternative to devaluation in an effort to bring about a once and for all improvement in the country's balance of payments deficit...

A religious ritual keeps Anti-Bhutto fires alive

By David Housego LAHORE, March 30.

THE CHARGE that Maulana Abdur Rauf Farooqi holds against Mr. Bhutto, Pakistan's Prime Minister, is that after the election he described this Islamic state as pursuing socialist ideals. The crowd responds with cries of "Shame!"

New container services between U.K. and Mideast

BY JOHN WYLES, SHIPPING CORRESPONDENT

A SIGNIFICANT new joint venture to operate container services between the U.K. and Arabian ports has been announced by two of Britain's leading shipping companies and the biggest Arab general cargo shipping company...

Indonesian contract

A \$4m-PLUS order to supply 70 small vessels to Indonesia has been negotiated by the marine division of Associated British Machine Tool Makers.

Michelin tyre plan for Egypt

By David Curry PARIS, March 30.

THE FRENCH tyre giant Michelin has agreed with the Egyptian Government to supply 100,000 tyres for the Egyptian army...

Refugees report Angola killings

JOHANNESBURG, March 30.

HUNDREDS of black Angolans, many of them wounded, are crossing the border into South-West Africa (Namibia) from the South African Broadcasting Corporation (SABC) reported today.

Nkomo may see Castro

LISBON, March 30.

THREE SENIOR African black nationalist leaders have arrived in Angola for expected talks with Cuban President Fidel Castro, who is on an official visit there.

Currency factors determine East Bloc shipping rates

BY JOHN COYLE

WESTERN COUNTRIES may have no alternative to the use of a preferred as a means of protecting their shipping industries against Eastern Bloc competition, according to a new analysis published today.

Currency factors determine East Bloc shipping rates

BY JOHN COYLE

WESTERN COUNTRIES may have no alternative to the use of a preferred as a means of protecting their shipping industries against Eastern Bloc competition, according to a new analysis published today.

China brings back incentives

BY A SPECIAL CORRESPONDENT PEKING, March 30.

IN A MAJOR effort to improve its flagging industries and galvanise apathetic workers, China has launched a campaign emphasising the "competition" and "incentive."

Japan-USSR fish clash

TOKYO, March 30.

THE JAPANESE Government denounced today Soviet fishing in the current Japanese fishery negotiations, and said it would be impossible to meet Moscow's demands before the Friday deadline.

Wall Street Journal seeks Singapore pledge

BY A SPECIAL CORRESPONDENT SINGAPORE, March 30.

TWO SENIOR members of the Wall Street Journal flew into Singapore today for high-level discussions concerning the future of their investments and publications in the Far East.

Papua New Guinea to get aid from EEC

BY COLLEEN RYAN PORT MORESBY, March 30.

PAPUA New Guinea is to receive aid and trade concessions from the EEC after being granted membership of the Lome Convention this week.

S. Korea loans approved

PARIS, March 30.

The World Bank said that the International Development Bank (IDB) has approved a \$2.5-billion loan to South Korea for a five-year development plan.

'No threat' from Japan's TV exports

SOARING IMPORTS of Japanese colour televisions last month does not mean Japan is poised to grab a larger slice of our TV market, says a spokesman of the Department of Trade and Industry.

Floating ammonia plant

BY WILLIAM DUFFLORCE GOTTEBOURG, March 30.

GOTTEBOURG, the loss-making Swedish shipbuilding concern, which became wholly State-owned earlier this month, today unveiled a blueprint for a floating ammonia production plant.

U.K.-Japan air agreement

BY KEVIN DONE

THE U.K. and Japan have signed a three-year agreement providing for improved air services directly between the two countries and to and from Hong Kong.

Kraftwerk Tunisian contract

FRANKFURT, March 30.

KRAFTWERK, the German power engineering company, has secured a contract to supply 1,000 tonnes of ammonia for a day for nitrogen fertilizer production.

Ferrari, Maserati to diversify

BY PAUL BETTS

ITALY'S two most celebrated sports car brand names—Ferrari and Maserati—are proposing to diversify their activities by entering into the industrial vehicle sector.

India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

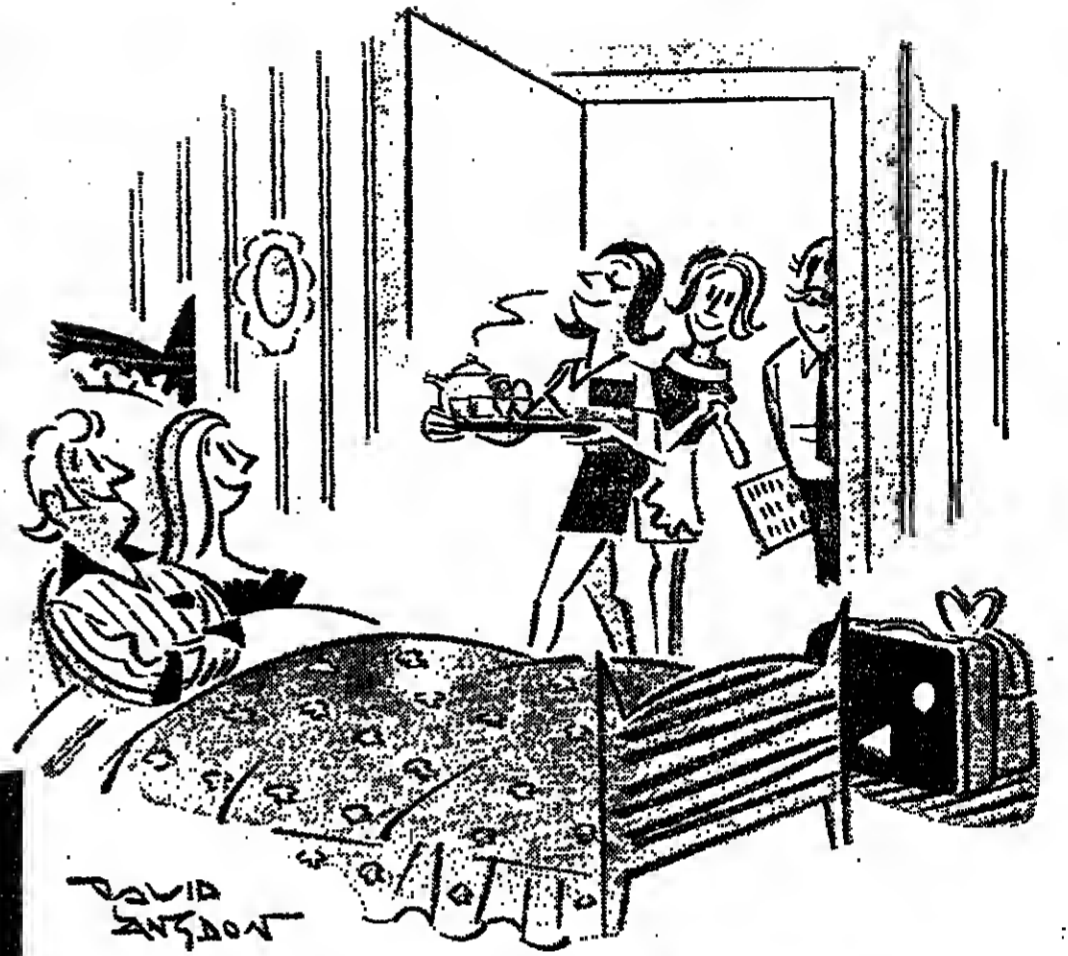
India in EEC shirt

NEW DELHI, March 30.

INDIA'S COMMERCE Minister has announced that the Government has decided to restrict exports of iron ore to the EEC.

دکتر اسحاق علی

No one tries harder than Avis.



Like the time Avis rental sales agent Dorothy Kilty helped a Danish couple who arrived too late to collect their Avis car. A taxi driver took them to her home, where she put them up for the night, made them breakfast, and saw them on their way.

Like the time Avis secretary Joan Knight came to the rescue of an Avis customer involved in a minor accident near Heathrow. She gave him coffee, looked after his luggage, then drove him to Avis Heathrow to pick up another car.

Like the time Avis mechanic Stanley Satchell gave up his Saturday afternoon to rewire the window control of an Avis Rolls-Royce.

Like the way we have 70 offices at major cities throughout the UK, including 20 airports.

Like our one way rental service.

Like the condition and newness of our cars; few are older than 9 months.

No one tries harder than Avis.



We rent Chrysler and other fine cars.

THE JOBS COLUMN

What Budget will do • Much smoking resentment

BY MICHAEL DIXON

WHAT IS the likely effect of the Budget on the demand for managerial workers? I put the question yesterday to five leading figures in the field of executive manpower — Harry Roff of MSL, Ken Hampton of PA Advertising, Lance Secretan of Manpower, Phillip Egerton of Inbunt/AFC, and Norman Philpot of Lloyd Executive Selection.

I cannot exactly say that their answers betrayed excitement. Indeed, they felt that the Confederation of British Industry and the British Institute had been wildly over-enthusiastic in describing the Chancellor of the Exchequer's exercise as "a step in the right direction." In reality, even if the unions co-operated, it would be no more than a wriggle of the toes in the right direction.

"And it will take quite a lot more wriggles like that to start convincing people in business that at last governments — and I include the Civil Service — are beginning to understand," said Mr. Egerton, adding that three of his clients he had just telephoned all felt the same way.

Mr. Secretan was worried about where the Chancellor learned his arithmetic. "He seems to be postulating that we'll pay 9 per cent. less tax which, with 13 per cent. inflation will result in the stabilising of our living standards. I can't quite see how his works that out. But all in all, I think this country will have to get back to fundamentals, and Denis Healey's obviously not yet doing that. He's trying to Scotch-tape together the social contract and so on; he's not really tackling the fundamental problems of skilled work, differentials and productivity."

Where demand for managerial types by U.K. employers is concerned, the five all felt that it was already rising beyond expectations. "But I don't think the Budget will make any serious difference," said Mr. Roff.

"If demand's rising here, it's because world trade is picking up," said Mr. Egerton. "I'd say one good export sales manager can do more in two days for executive employment than the Chancellor did on Tuesday."

"But if a revival of world trade is having a bullish effect on demand by home companies," commented Mr. Roff, "it seems bound to raise demand for overseas for good British executives." The overseas demand, he added, had risen from 700 executives a month in 1975

to more than 1,000 now. "And the point is," said Mr. Hampton, "that though Denis Healey has ameliorated the tax on managerial people, he hasn't done enough to compensate them for the abysmal effects of his previous efforts, let alone offer real income incentives anywhere near competitive with those overseas."

Mr. Philpot agreed. "And if overseas demand goes up, the people will go. Every day I get more and more good men wanting out, just to get more bread. They don't care where."

So, in the opinion of my five-strong sample, the only significant effect of the Budget on executive employment will be to boost the Boss Loss.

Candidates' Charter

LIFE has been fairly hectic since I reported a fortnight ago that eight recruiters I had met were in general agreement that there is currently a scarcity of good candidates for jobs of the managerial kind.

Although I have been out of the office a good deal, more than 50 job candidates in salary brackets ranging from £6,000 to £13,000 have contacted me with protests which, while they differed in detail, also showed up for being terrified of offending their own employers by taking it out on the candidates. "Like the office boy kicking the cat."

But counter-insults, however temporarily relieving, are rather beside the point. If the attitude of the purveyors of recruitment towards their consumers is generally unsatisfactory as the 50-odd protesters suggest, then we surely need to find some effective means of recruitment consultants and, correcting it. How?

Fortunately a possible answer was implied by another caller, a man made redundant some while ago from senior line management. "Too many of them don't care a damn, particularly if you're unemployed. It has made me wonder whether the personnel people I had, went about treating people like that, surely that, as one reader put it: 'Although there are exceptions, I am convinced that in this age of worker participation et al the fact that one asks for a job is still widely interpreted as a shameful admission which loses one the right to be treated even with elementary courtesy.'"

Others, also complaining of scant respect, went on to attribute it to recruiters' sense of professional insecurity. "It has struck me that they make

three points which need including. Almost all who responded complained of receiving no reply at all to some of their applications. Several spoke of telephoning to inquire whether their letter had arrived only to be told that the recruiters they could not even acknowledge them all. "If a firm gets hundreds of applications for a management job," said a disgruntled accountant, "I'd think it's probably their own fault for not being precise enough in their advertisement. So besides being a common courtesy, if they had to acknowledge them all, it'd be a good way of teaching whoever drew up the ad to be more careful in future."

Which seems a good point. Several other people said that after initially receiving a note that their application was being considered, they had never heard anything more. So the first clause I would suggest for the charter would be:

While an acknowledgement of each application is necessary, it is not sufficient. Whenever a recruiter decides that an application has failed—whether at the outset or at some later stage—the candidate is entitled to be informed with the minimum of delay.

A second likely clause is that the advertisement must always state what form of reply is desired. The number of people who have laboured for hours distilling their working experience into handwritten words on one side of paper only to receive in return an exhaustive application form, does not bear thinking about. Also, if a recruiter is prejudiced against typing summarised curricula vitae or whatever, it is only fair to make it clear from the beginning. The Jobs Column itself has been deficient in this respect in the past. I will try to see that it is not any more.

A third clause, I think, would be that when asking for written information, the recruiter has a duty to make clear its relevance to the job at issue. The target here is not only the generally impatient questions such as "If you suddenly came into a lot of money, what would you do with it?" but also the more common stark requests for details of the candidate's religion or medical history. The best comment I have received on these came before the recent covering by a candidates' space of complaints, from a correspondent called Richard Goddard.

"I can see how the employer might be entitled to ask for the

ACCOUNTANCY APPOINTMENTS

City **C&L** £10,000

FINANCIAL CONTROLLER

One of the largest, well managed and highly profitable insurance broking groups in the world, which has expanded dynamically in recent years, requires a Financial Controller.

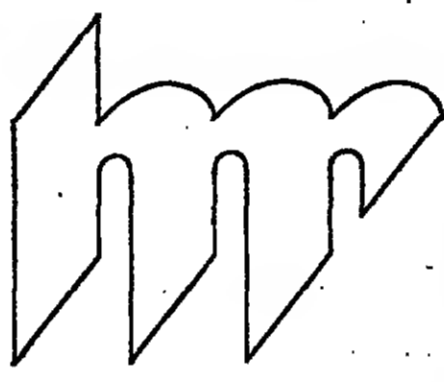
Reporting to the Financial Director, the person appointed to this new post will be responsible for both financial and management accounting functions. The scope of this position is wider than these responsibilities suggest and the job can be as big as the person appointed wishes to make it. Certainly he or she will become involved in a wide range of financial, legal, personal and overseas matters and for an ambitious person the opportunities for breaking new ground and developing commercial and general management skills are considerable.

Candidates aged around 30 must be Chartered Accountants, preferably graduates who have had post-qualifying experience with a leading firm. More recent experience in perhaps management consultancy or the financial sector could be particularly helpful. Personal qualities of a high order are required and candidates must have the maturity and personality to gain ready acceptance at all levels.

Remuneration is negotiable around £10,000. Excellent fringe benefits add substantially to the total package.

Brief but comprehensive details of career and salary to date, which will be treated in confidence, should be sent to:

E. J. Robins, The Executive Selection Division — MP78L, Coopers & Lybrand Associates Ltd., Management Consultants, Shelley House, Noble Street, London, EC2V 1DQ.



Our client is a large established, multi-million pound Middle Eastern banking and corporate finance company.

It is opening, as part of its continual expansion, executive offices in London.

The company is concerned with all areas of regional and international investments, money-market activities and the development and finance of industrial, touristic and real estate projects, both for their own account and for their clients.

Involved initially with investment in the United Kingdom, Europe, U.S.A. and subsequently the Far East, they require a group of experienced, high-calibre personnel to form the nucleus of their UK-based organisation.

This is an opportunity to join a group with considerable potential for development and to progress within it.

Corporate Finance Manager £13000 p.a.

A specialist in the field of corporate finance. With 10-15 years' experience, preferably with an international background.

The position entails supervision of all aspects of corporate finance for the London-based group, with direct responsibility to the Chairman and Managing Director of this exciting new company.

Banking Manager £13000 p.a.

To be directly responsible to the Chairman and Managing Director for all phases of accounting within the company. Also, all functions, as company secretary, involved with the running and administration of the organisation in the UK.

Relevant qualifications will be needed and experience in merchant banking or related finance fields would be helpful.

Accountant/Company Secretary £8500 p.a.

Applicants will need between 10-15 years' experience in international banking as the position requires the direction of all banking functions for the UK group.

Responsibility will be directly to the Chairman and Managing Director, and fluent French is essential in this new and challenging position.

Financial Analysts £8000 p.a. each

The group also requires two Financial Analysts, with at least 3 years' experience, to assist the Corporate Finance and Banking Managers. (Applicants for the position with the Banking Manager, must speak fluent French.)

Working closely with and reporting directly to their individual managers, the successful candidates will be involved in all financial analyses concerned with the groups' corporate finance, investment and banking activities.

Reply in strictest confidence, giving full details to:-

HILLS MOORE RECRUITMENT LIMITED
107 PARK STREET, MAYFAIR, LONDON, W1Y 3TA

Hong Kong Mass Transit Railway Corporation

The Mass Transit Railway Corporation has been established to construct and operate an underground railway system in Hong Kong. Construction work on the modified initial system of 15.6 km is well underway and it is envisaged that it will be fully operational early in 1980. With the modified initial system having been successfully launched, consideration is being given to the development of the Metro including planning and evaluation of extensions.

Candidates, who should preferably be under 40 years of age, will probably hold an Economics degree or professional qualification and will be well acquainted with capital markets and sources of finance for large projects. The successful candidate is likely to have spent several years in a merchant or investment bank or the international department of a commercial bank.

Commanding salary will be negotiable and attractive in recognition of the significance of the task. Additionally, a 25% gratuity will be paid together with excellent fringe benefits including accommodation, medical, education allowances, 42 days home leave for each year of service and passages. Tax in Hong Kong is currently 15% maximum.

Treasurer

Ref: 1035

The Corporation is seeking a Treasurer whose prime function will be to arrange finance to lengthen the debt period for the construction of the modified initial system and to arrange export credit and market finance for any extensions. He will also be required to advise on investment for foreign exchange and will be involved in cash flow forecasting.

Applications giving relevant details and contact telephone number and quoting the reference on the envelope should be addressed to:

Mr. A. M. J. Wright,
Hong Kong Mass Transit Railway
Appointments Office,
25 Victoria Street (South Block),
London SW1H 0EX.

GROUP FINANCIAL DIRECTOR

Amman, Jordan
£25/30,000

An International Group based in Amman, Jordan, engaged in major development and construction projects throughout the Middle East and elsewhere in the world, has reviewed its Management Organisation and decided to appoint a Financial Director to advise the Chairman on Finance, Accounting and Taxation. Responsibilities will include development and operation of sophisticated financial planning and control systems with special reference to package deals, the management of the finances of the member Companies of the Group, all aspects of group taxation, project evaluation and adherence throughout the Group to agreed accounting principles.

The specification calls for a CA/CPA qualification backed by a business degree, experience at senior management level of international finance, the construction industry and preferably of the Middle East. Age, probably around 40.

The substantial salary will be enhanced by conditions of employment commensurate with the status of the job.

Applications accompanied by curriculum vitae should be addressed in strictest confidence to Box A.5890, Financial Times, 10, Cannon Street, EC4P 4BY. Early interviews will be arranged in London.

Group Accountant International Banking

A major city based international banking group seeks to recruit a young, chartered accountant, ideally aged 27-30, with experience of banking and multi-national operations.

The successful applicant will join a small specialist team, reporting directly to the Group Chief Accountant, responsible for the Group's accounts, establishment and co-ordination of accounting policies and tax planning. It is also involved in corporate financial planning, strategy and development.

An attractive basic salary, together with substantial ancillary benefits, will be offered and excellent future prospects are envisaged.

Write, giving relevant personal data and career history to:

The Personnel Manager,
Standard Chartered Bank Limited,
10 Clements Lane,
London, EC3N 7AB.

Standard Chartered BANK LIMITED

ACCOUNTANT Pensions Office: York

Applicants should be qualified accountants (aged at least 37) with some experience of work with computer based systems and previous responsibility for controlling staff.

We were pioneers in providing pensions for our employees and our existing Pension Fund has over 70 years' experience behind it. We now seek an office manager for the busy Group Pensions Office whose main duties will be the preparation of accounts and the administration of the office dealing with the payment of pensions and systems covering all aspects of members' benefits. There will be frequent personal contact with present and future pensioners whose problems and enquiries call for sympathetic and practical handling.

The post is at our company headquarters in York, where the price of houses is still reasonable; schools, both ancient and modern, are first-class; and access to other towns and cities, as well as to coast and countryside, is swift and easy.

The salary to be offered will be competitive and in line with market rates; both it and conditions generally will be discussed at interview.

Please apply, quoting ref. 6.401, to W.A. Evers, Staff Office, Rowtree Mackintosh Ltd., York YO1 1XY.

Rowtree Mackintosh

Tax Adviser

c. £8,000 + car - Central London

Rank Xerox require an experienced Tax Adviser to join their Group Taxation Department.

The person appointed, male or female, will form part of a team providing advice on all UK and Overseas taxation matters to the Group worldwide. The job will involve a considerable amount of in depth research into taxation problems. Some overseas travel will be necessary.

A thorough knowledge of UK tax legislation is of prime importance. A knowledge of Overseas taxation would be useful but not essential.

Candidates, probably aged around 30, are likely to possess a relevant degree/ accountancy qualification or equivalent professional qualification and must have several years experience in UK taxation.

Apply to Mrs. P. M. Wood, Recruitment Manager, Rank Xerox House, 338 Euston Road, London N.W.1, Tel: 01-367 1244 Ext. 2530.

RANK XEROX

International company located in Brussels looking for **EXPERIENCED CHIEF ACCOUNTANT/INTERNAL AUDITOR** budget and control. Experience in financing and computer accounting. Fluent in French and English. Please give references. Immediate availability an advantage.

INTERESTING SALARY commensurate with experience/qualifications.

Please send cv. to Mrs. Deuz, Boite 6, Avenue des Arts 44, 1040 Brussels - Belgium

Handwritten signature or mark.

Opportunities for Chartered Accountants in merchant banking

County Bank provides a service to industry and commerce both in the UK and overseas by the provision of finance, corporate advice and investment management.

As a result of increasing demand for our services we require three young Chartered Accountants to join teams of professional executives working in our Finance Division. This Division specialises in medium-term loan facilities in amounts ranging from £100,000 to several millions in sterling and certain other currencies and provides equity capital to listed and private companies.

The successful candidates, men or women, will probably be under 27 and certainly have the potential to deal with top management.

Salary will be negotiable within a competitive remuneration package.

Apply in writing (with curriculum vitae) to:

David Woodward, Personnel Manager,
County Bank Limited,
11 Old Broad Street, London EC2N 1BB.

County Bank

A member of the National Westminster Bank Group

Chartered Accountants

One Chief (c. £8,000) One Brave (c. £5,000)

It will take a very professional and experienced approach to maintain and develop the high accounting standards set by company headquarters. In this case the manufacturing subsidiaries throughout the UK are reporting regularly and in detail. The company, part of a major UK public group, has around £200m. world-wide turnover, and needs a Chief Accountant for the UK.

This position arises from a series of promotional and organisational moves and reports directly to the head of UK finance. It is responsible for the overall financial, management and statutory accounting, cash planning and control, and strategic financial planning for the UK operating companies. The Chief Accountant's office has its own accounting team, but also links closely with the manufacturing units' accountants, co-ordinating their activities to achieve short and long term financial objectives.

Applications are invited from CA's in their early to mid-30's. Several years' experience of working in a major manufacturing concern is essential, and knowledge of introducing a total on-line information system with multi locations would be helpful. Candidates must have the personal authority and diplomacy to deputise for the head of finance, combined with practical problem-solving ability when working through colleagues at factory level.

The scope of the job provides an excellent opportunity to acquire comprehensive knowledge of the company's activities, and influence its long term plans. There are positive promotion prospects. The position is Midlands based, and carries a salary of around £7,500 plus bonus, and the usual company benefits apply. Ref: G34/FT.

The company also has an opening for a younger accountant, preferably chartered, to work on taxation, investment appraisal and a variety of ad-hoc projects. Salary offered is around £5,000. Ref: G35/FT.
Candidates should send a detailed career history to the consultant advising on these positions, quoting the appropriate reference.

JWT Recruitment Ltd
40 Berkeley Square, London W1X 6AD

JWT RECRUITMENT LTD

Financial Controller

for a profitable, growing subsidiary of a major national retailer, located in North West London. Current turnover is around £15m.

Reporting to the Financial Director and assisted by a small staff including 3 qualified accountants, the successful candidate will be responsible for management information, monthly management accounts, budgets, stock and margin data, capital expenditure appraisal and control, cash forecasting and ad hoc investigations.

Candidates should be qualified accountants, aged 30 to 40, with 5 years' post qualification experience, ideally including retailing. The ability to work effectively with all levels of operational managements is essential.

Salary will attract those already earning over £6,000 p.a. Rewards, compatible with responsibility, include Company Car, Pension, BUPA discounts, staff purchase concessions and assistance with re-location expenses where applicable.

Please write with full details. These will be forwarded direct to our client. List separately any companies to whom your application should not be sent. Ref: B.1475.

This appointment is open to men and women.

AGL CONFIDENTIAL RECRUITMENT 17 STRATTON STREET LONDON W1X 6DB
A member of MSL Group International

CHARTERED ACCOUNTANT

for appointment as
Deputy Secretary
about £7,000 to £8,664

Reporting to the Board Secretary, the holder of this new appointment will be responsible for the accounting function, for certain personnel duties and for some statistical work. There will be opportunities to move into other administrative areas.

Pensionable under ITB Pension Fund with additional life and accident insurance.

Location: Wembley.

Applications, quoting age, qualification and, at this stage, only brief details of commercial or industrial experience to:

The Secretary,
PETROLEUM INDUSTRY TRAINING BOARD
York House, Empire Way, Wembley, Middlesex HA9 0PT.

Accountancy Appointments appear every Thursday
further details contact James Jarratt on 01-248 8000 ext. 539.

Overseas Accounting Controller

26-40

£7,000-£9,500

British public company, providing drilling and other services to the oil industry on an international scale, seeks an Overseas Accounting Controller. As a key member of its central financial executive based in London the successful candidate will have responsibility for accounting and finance in the on-site locations overseas. This will involve extensive travel. Candidates, aged 26-40, will be qualified accountants with at least three years' senior accounting experience in industry. Technical ability, self-reliance and judgement are essential qualities, as is the ability to become fluent in French. Salary negotiable between £7,000 and £9,500 plus exceptional benefits. Prospects are excellent to a Group with exciting growth potential.

Male or female applicants should write to W. T. Agor at John Courtis & Partners Ltd., Executive Selection Consultants, 78 Wigmore Street, London W1H 9DQ, indicating briefly their relevance and quoting reference 2005/FT.

JC&P

ASSISTANT TO THE GROUP TREASURER

Tata and Lyle is an International Company with a turnover in excess of £1,000 million, engaged in a very wide range of operations including sugar refining, sugar production, trading and handling commodities, shipping, transport and distribution.

The Group Finance Department, located in the City, requires an Assistant to the Group Treasurer. Candidates, aged 30-40, must be numerate with good administrative ability, knowledge of money markets, banking, accounting procedures and Bank of England Regulations. Preference will be given to applicants with banking or business studies qualifications.

The successful applicant would manage the support service to sterling and currency operations, consolidate Group cash returns and statistics, and improve and expand existing information systems.

Starting salary is negotiable c. £5,000 plus bonus, non-contributory pension and generous fringe benefits.

Please write or telephone for application form to:



Mrs J. M. Matthias,
Tata and Lyle Limited,
21 Mincing Lane,
London EC3R 7DQ,
Tel: 01-626 8525

CHIEF ACCOUNTANT SWANSEA

Aluminium Wire & Cable Co. Ltd., has recently been reorganised into four main divisions. The total company turnover is around £15m and the Wire Division now has a vacancy for a Chief Accountant reporting directly to the Director and General Manager of that Division.

The person appointed will be responsible for all aspects of financial and management accounting for the division through an established accounts staff. Consequently, he or she will need to be experienced enough to make immediate decisions and capable of accepting the additional responsibility which the planned expansion of the divisions sales will involve. It is likely therefore that the successful candidate will be over 35 years old, fully qualified, currently earning approximately £5,500 per annum and seeking a substantial increase in salary. The terms of employment, pension and other fringe benefits are appropriate to a successful subsidiary of the T.I. Group of Companies.

Applications should be made directly to:
Mr. R. W. Davies
Staff Manager



ALUMINIUM WIRE & CABLE CO. LTD.
PORT TENNANT SWANSEA

FINANCIAL ANALYSIS

S.W. London around £8,000

A major multinational group, manufacturing and marketing capital goods, requires a senior financial analyst in its corporate HQ, to lead a small team analysing and reporting on the performance of the marketing divisions. The job holder will need to innovate in the areas of planning and performance reporting, developing new systems to cope with the rapidly changing company environment.

Candidates should be qualified accountants, ideally aged 26-37, with relevant analytical/management accounting experience in a sophisticated industrial or commercial environment. As well as being able to make an immediate impact, the job holder can anticipate excellent career opportunities in finance within the group.

For a fuller job description, candidates should write to John Courtis & Partners Ltd., Executive Selection Consultants, 78 Wigmore Street, London W1H 9DQ, indicating their relevance briefly but explicitly and quoting reference 782/FT.

JC&P

Are you a Small/Medium Sized Company looking for Accountants?

We offer a fast professional personal recruitment service. We will first call to see you to ascertain your requirements and then present a relevant shortlist of candidates. If you would like to arrange a preliminary discussion

Please phone:
RICHARD RADCLIFFE
ON 01-493 6456

Adpower Staff Consultants Accountancy Division

Financial Manager

Greece

c. £8,500

Johnson and Johnson, world leaders in the manufacture and marketing of well-known health-care products, are seeking an experienced male or female qualified accountant to set up a financial accounting function in their expanding Athens manufacturing company.

You will ensure the efficient flow of financial services, review and improve various costing systems and prepare monthly accounts and financial reports. You will also advise the Managing Director on any other necessary financial matters that might be required. Probably aged around the mid 30's, you

should have had working experience in an international subsidiary of a large company and have controlled both financial and management accounting functions. Fluency in Greek is essential, so it is highly likely to appeal to a Greek national who has the understanding of Greek commercial tax laws.

Salary will be negotiable around £8,500 according to experience.

To find out more about this senior position telephone Mr. J. McAllister on Slough (75) 31234 or write to him at Johnson & Johnson Ltd., 260 Bath Road, Slough, Berks. SL1 4EA.

Johnson & Johnson

FINANCIAL ANALYST

Outstanding young qualified accountant, male or female, required for new appointment in Group Treasurer's department in London.

Preferably a graduate, you will need several years' experience, since qualifying, of cash flow planning or foreign exchange reporting in an international company.

You will be expected to analyse the forecasts of the group's operating requirements and to recommend proposals for optimising the group's worldwide financial management.

If you have a real interest in financial matters, a flair for clarity of expression and a determination to succeed, please telephone or write to: Robert Rapier, Group Treasurer, Finance Department, Fisons Ltd., Crosswood Street, London W1X 0AH.
Tel: 01-263 1611.



Treasurer's Department

GENERAL APPOINTMENTS

Adviser to the Chief Executive

The company is part of an international group; has a turnover of approximately £100m, and a sound record of profitability. Sophisticated computer based management control systems are in operation in the various divisions but the company, looking to the future, wishes to undertake a comprehensive review of the underlying systems seeking to streamline and improve their effectiveness. Working closely with the Chief Executive the successful candidate would initially need to allocate 2 to 3 days per week to this assignment.

Candidates, ideally in their 30's, must be able to demonstrate a record of success in business at top level combined with earlier relevant systems experience in a large scale industrial organisation.

Fees will be negotiated pro rata on the basis of an annual salary of about £20,000 p.a. Location South Coast.

Please write - in confidence - to: J. M. Ward tel. B.41302.

This appointment is open to men and women.

MSL Management Consultants

Management Selection Limited
17 Stratton Street London W1X 6DB

Financial Analyst

c. £7,000 plus car

The Charterhouse Group Limited comprises merchant banking, development and venture capital, insurance, distribution and industrial interests.

One of a team of three accountants reporting to the Group Financial Controller, the role has special responsibilities for financial matters related to subsidiary companies - reviewing performance, plans, budgets, investments and disposals - and tax special projects and investigations. Based in London, occasional travel.

Candidates ideally will have an accounting qualification and/or MBA, and about 4 years' post qualification experience. Remuneration negotiable around £7,000 plus car and appropriate other benefits. Please send details in the first instance to R. W. H. Lubbock, Group Personnel Controller, The Charterhouse Group Limited, 1 Paternoster Row, St. Paul's, London EC4M 7DH.

CHARTERHOUSE

BANKING OPPORTUNITIES IN WALES

Due to expansion, vacancies now arise in a growing and well established banking organisation.

There are a number of openings of Appointed (Non-Managerial) status for young bankers who are able to apply themselves to Advances work at Branch or Head Office level.

Considerable scope is offered to those who are forward thinking and wish to accelerate their career prospects for advancement at an early age.

Excellent salary structure and fringe benefits, which include Staff House Purchase facilities on preferential terms.

Apply in confidence giving particulars of experience and career to date to:-

Mr. I. Jones,
Recruitment Division,
Creighton Griffiths Royds Ltd.,
30, Cathedral Road, Cardiff.

GENERAL

APPOINTMENTS

ARE CONTINUED

ON THE FOLLOWING

PAGES

GENERAL APPOINTMENTS

Commercial Banker

City c£10,000
Prominent International Bank

Our Client, an active international bank with an expanding operation in the City of London, requires a senior banker to assist in the development of its commercial banking activity.

Candidates, ideally graduates in their early/mid 30's, should have good commercial banking experience preferably acquired with a British Merchant Bank, and must combine sound judgement with the ability to communicate effectively with people.

This is a most attractive position and an opportunity for career development with an international bank of the highest standing.

Contact Norman Philpot in absolute confidence on 01-405 3499

Lloyd Executive

Bloomsbury House, 50, 51 High Holborn, London WC1V 6ER. Tel: 01-405 3499



RPMartin & Co Limited

Owing to expansion we are looking for experienced London Dollar Certificate of Deposit Dealers

Write in confidence to

The Secretary,
R.P. Martin & Company Ltd.,
36-40 Coleman Street,
London, EC2R 5AN.

Senior Banking Officers Chase Manhattan Bank NA

Chase Manhattan has been established as one of the most successful international banks operating in London. We are now recruiting a select few ambitious young professionals with previous banking experience to join Chase in London as Senior Lending Officers.

If you thrive in a competitive environment and would welcome the marketing challenge of negotiating with senior financial management this is an excellent opportunity to achieve your full career potential. You will be managing banking relationships with a wide range of national and international organisations.

Probably 25/35 and a graduate, you should have a good knowledge of commercial banking gained with a merchant, foreign or clearing bank. You would already be well acquainted with both the Sterling and Euro-currency markets. A corporate finance/bank lending background is highly desirable and your experience would include credit analysis and negotiating at a senior level.

An attractive salary will match your ability and potential and will be supplemented by a substantial range of fringe benefits.

Applicants, male or female, please write with full career details and present salary details to: Mr. Peter G. Newman, Chase Manhattan Bank NA, 1 Mount Street, Berkeley Square, London W1.



CJA

RECRUITMENT CONSULTANTS
35 New Broad Street, London EC2M 1NH
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374

Assistant to International Group Personnel Director

LONDON £9,500 — £12,500 + CAR

MAJOR INTERNATIONAL TRADING ORGANISATION — T/O IN EXCESS OF £200 MILLION

Applications are invited from candidates aged 30-45 who have acquired at least 7 years' practical experience in working in a senior management position in an international organisation, with at least 3 years' overseas experience, who are fully conversant with business and personnel matters at Government or equivalent level overseas. Initial responsibilities will include the development and implementation of policy relating to training and succession planning of senior management personnel in overseas companies and the total co-ordination of all overseas personnel. Up to 30% overseas travel will be necessary, reducing to 10%-20% as responsibilities in the U.K. increase. The special qualities necessary in this position are a personality that fits in at the highest level and the combination of strength of character and humility. Initial salary negotiable £9,500-£12,500 + car, contributory pension, free life assurance, free B.U.P.A., plus assistance with removal expenses if necessary. Applications in strict confidence, under reference APD3773/FT, to the Managing Director.

An exciting and demanding appointment—scope to move to a senior Divisional executive position in 18-24 months

Personal Assistant to Chairman

LONDON £6,500 — £8,750

MAJOR NATIONAL FINANCING GROUP WITH LARGE INDUSTRIAL HOLDINGS

We invite applications from candidates aged 27-32, with either a good University honours degree or Chartered Accountancy qualification, who are able to draw meaningful management and financial conclusions from balance sheets, trading results and other accounting data and possibly have worked as a P.A. to a Chief Executive in either a financial institution or major commercial or industrial organisation utilising the highest standards. Responsibilities will involve assisting the Chairman in carrying out his duties, a wide range of activities covering the interpretation of investment proposals, preparing briefs for meetings, dealing with routine correspondence for the Chairman and arranging his forward programme, etc. The personal qualities of presence, tenacity, tact and the capability of lucid expression both in writing and orally are each important. Initial salary negotiable £6,500-£8,750 + contributory pension, free life insurance, assistance with removal expenses if necessary. Applications in strict confidence, under reference PAC3772/FT, to the Managing Director.

CAMPBELL-JOHNSTON ASSOCIATES (MANAGEMENT RECRUITMENT CONSULTANTS) LIMITED,
35 NEW BROAD STREET, LONDON, EC2M 1NH. TEL: 01-588 3588 or 01-588 3576. TELEX: 887374

Opportunity to assist in day-to-day control of the expanding Banking Department

Banking Assistant—Stockbroking

CITY £3,500 — £4,000 + BONUS

MEDIUM SIZED FIRM OF STOCKBROKERS

Applications are invited from candidates aged 20-26, male or female, who have a thorough knowledge of stockbroking procedures, with at least 2 years' experience of working in a broker's banking department or as a partner's assistant involved in the management of private clients' portfolios. Reporting to the Manager of the Banking Department, the successful candidate will be responsible for the provision of accurate and speedy investment advice to banks' varied customers. He will be of sufficient calibre to be able to assist in the expansion of the department. Essential qualities include the ability to communicate effectively and concisely both orally and in writing, and to work well under pressure. Initial salary negotiable £3,500-£4,000 + bonus + group BUPA + LVs + Season ticket loan scheme + assistance with removal expenses if necessary. Applications in strict confidence under reference BAS166/FT, to the Managing Director.

ADMINISTRATIVE & CLERICAL PERSONNEL LIMITED,
35 NEW BROAD STREET, LONDON, EC2M 1NH. TEL: 01-588 3588 or 01-588 3576. TELEX: 887374

Greater London Council

Director of Supplies

The GLC's Supplies Department is organised as a trading concern on commercial lines with a turnover of over £100m. It supplies goods and equipment to the Council's departments, the Inner London Education Authority, many other authorities in Greater London including the London Boroughs, and the County of Buckinghamshire.

The Department has considerable responsibilities in the field of motor transport (including maintenance and repair) and provides reprographic, catering and other support services to central offices.

The Director is responsible for the management of the Department and the post provides a challenging opportunity for a man or woman with wide managerial experience and appropriate qualifications. Some experience in the public sector would be valuable, but is not essential.

Starting salary, including London Weighting, is normally £13,735 in a range to £15,205.

Application form, returnable by 27 April, and full particulars from The Director-General, IDC/GP/SA, 1. Room, 300 The County Hall, London SE1 7PB. Tel: 01-639 4565.

INTERNATIONAL AREA MANAGER

Excellent management opportunity in our rapidly growing International Department for a seasoned banker ready to assume full responsibility for our European and West African activities. The position, based in Providence, is accountable for our expansion in this priority market — including supervision of our representative office and continued development of our investment programme. Ideal qualifications include 7 to 10 years banking experience, at least 4 of it in international circles; fluency in French; outstanding credit/lending skills.

We are a major New England regional bank, \$1.7 billion assets, in a location with an ideal working and living environment. Our benefits and compensation package is very attractive. If your qualifications match our needs, send your complete resume with salary history to K.R. Cole.



INDUSTRIAL NATIONAL BANK
111 Westminster Street,
Providence, Rhode Island 02903

PARSONS & COMPANY Investment Analyst

We require an Investment Analyst with some experience to assist in servicing our growing institutional business.

Our research effort is at present based on a strong Company brokerage connection and a sound general background is desirable though specialists in the Distillery, Engineering or Textile sectors would be considered.

Salary according to experience. Attractive working conditions.

Reply 10—

J. T. W. Gray, Esq., Messrs. Parsons & Co.,
100 West Nile Street, Glasgow G1 2QU.

COMMODITIES TECHNICAL ANALYST

25-34 with at least one year's experience of charting all commodities and the ability to form opinions for expansion firms of brokers.

METALS TRADER

25-35 with one to three years' experience to join our firm of well-known commodity house.

SUGAR RESEARCHER

25-35 with thorough appreciation of all factors affecting sugar trends, the flair to work alongside specialist traders and the ability to produce long-term forecasts.

Stephens Selection
25 Dovep Street, London W1K 3EA.
01-489 0817
Recruitment Consultants

Administration

Competent Man or Woman

required for MANAGERIAL DUTIES in Head Office of Expanding London based Direct Mail Company

Applicants should be 25-35, have leadership potential, be practically minded with ability to control staff and work on own initiative under pressure. The appointment should appeal to persons with experience of TV, retail, insurance organisations, Mail Order or similar companies where large volumes of customer accounts are involved. Usual company benefits plus bonus. Competitive salary dependent upon experience. Please write with full details of experience, to date stating current salary to Box A-5893, Financial Times, 10 London Street, EC4P 4BT.

GENERAL ACCIDENT

have three vacancies for

INVESTMENT ANALYSTS

at their Head Office Investment Department in Perth

Two Senior Analysts

Successful applicants will have experience of investment analysis and securities markets, and have a professional qualification or relevant degree. The ability to communicate easily both verbally and in writing is essential. A knowledge of the provisions of the Trustee Investments Act 1961 is essential for one of the senior positions, to be filled. Age group 25-35.

Assistant Analyst

The successful applicant will preferably have some experience/knowledge of economics and financial analysis. The ability to communicate easily both verbally and in writing is essential. Preference will be given to persons at present studying for an appropriate qualification.

The salary structure for these positions is geared to present day pressures. Fringe benefits are as good as one would expect from one of Scotland's largest insurance organisations with built-in pension and sickness schemes and house purchase facilities.

Please write, in first instance, giving brief details of career and qualifications to:

HEAD OFFICE MANAGER,
GENERAL ACCIDENT,
GENERAL BUILDINGS, PERTH PH1 5TP



International company located in Brussels looking for EXPERIENCED HEAD OF EUROPEAN SALES DEPT.

Candidates should be experienced in fertilizer and agri-chemicals business, raw materials for fertilizer industry, and main European markets. English/French essential. Dutch and German an asset. Immediate availability an advantage. Would operate from Brussels and must be prepared to travel to main European markets.

INTERESTING SALARY

commensurate with experience/qualifications. Please send c.v. to Mrs. Deze, Belle & Avenue des Arts 44, 1000 Brussels - Belgium

W. I. CARR, SONS & CO

INVESTMENT ANALYSIS

In LONDON we are expanding rapidly and are seeking investment analysts to support this growth. We require experienced people who have already built up a reputation as specialists in a major market sector. Qualifications will be an advantage, but past experience achievements together with the demonstration of a desire for personal progress are more important. Existing contacts with leading clients will also be taken into account. We are looking for top class people and the remuneration of the successful applicants will reflect this.

In HONG KONG, we need a younger person with analytical experience to reinforce the research effort. Applicant who ideally would be aged 22-25 years and must be prepared to spend 2/3 years in Hong Kong on initial training period in London.

Applications should be addressed to:

Mr. F. J. Gates,
W. I. Carr, Sons & Co.
Ocean House,
10-12 Little Trinity Lane,
London EC4P 4LB.

W.I.C. Carr, Sons & Co

financial journalists

The Investors Chronicle is looking for an experienced financial journalist of proven ability; first, as a writer; second, as an originator of ideas. Experience in guiding junior journalists and dealing with their copy would be an advantage.

Write, marking envelope confidential, to Michael Brett Investors Chronicle, 30 Finsbury Square, London EC2A 1PB



YOUNG FINANCIAL ANALYST

We are looking for a young City Company which plays a key role in the formation and development of financial markets. You will assist in the formulation and development of financial advice on company investments with particular reference to the market and carry out related financial projects. The post will be of particular interest to an Economics Graduate with above average year's experience in City bank or related area of a commercial organization. Career prospects are good. Salary includes a 20% pension scheme, staff loan, 22 days holiday, 4 weeks' holiday. Applicants (male or female) should write or telephone in strict confidence to Mrs. E. W. H. WELLS at the SEARCHING Dept., 50-52 Baker Street, London W1M 1DL. Tel: 01-487 0147

Handwritten note in Arabic script: هكذا من الالف

HOME NEWS

Gloomy prediction for shipbuilders

BY ROY ROGERS

A GLOOMY view of the next few years facing shipbuilders, both at home and abroad, with new orders falling to record lows...

Affected

In his view the recent high level of shipbuilding has so far reduced the age of the world fleet that it is now unrealistic to expect further substantial investment by the shipping industry...

Macfisheries plans new superstores

BY ELINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT

UNILEVER'S supermarket chain, Macfisheries, is to join the ranks of the other big supermarket groups looking for sites suitable for superstores...

Richardson to visit U.S.

MR. GORDON RICHARDSON, the Governor of the Bank of England, is paying his first visit to the U.S. for some 18 months this week-end...

SNP seeks oil royalties

BY RAY FERMAN, SCOTTISH CORRESPONDENT

THE SCOTTISH National Party said yesterday that royalties on North Sea oil would provide the most "attractive" way of financing the Scottish Assembly...

OPINION POLL ON NUCLEAR ELECTRICITY

Majority want more power stations built

BY OAVIO FISLOCK, SCIENCE EDITOR

SUBSTANTIALLY more people favour the construction of additional nuclear power stations in Britain than oppose it, according to a national opinion survey published to-day...

Largely due to the over-ordering in recent years, the total of Lloyd's registered vessels climbed to a record level of 107,800, tons last year...

Opportunity to supply frigates

By Michael Donne

U.K. DEFENCE manufacturers are being strongly encouraged to bid for major new Canadian defence contracts...

Cost of fire damage declines

By Eric Short

FIRE damage in February fell more than £5m. compared with a month before to £14.1m., according to estimates yesterday...

Approval for synthetic tobacco expected to-day

BY STUART ALEXANDER

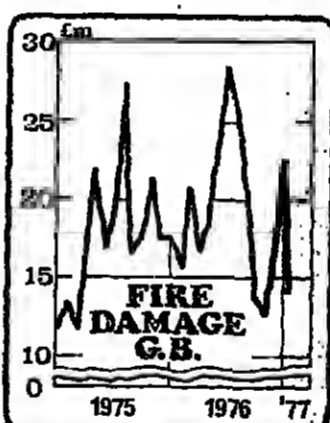
THE DECISIONS of the Hunter Committee on the use of substitutes and flavour additives in cigarettes are expected to be announced by Mr. David Ennals, Secretary for Health and Social Services, to-day...

Brewers' profits too high CAMRA claims

BEER PRICES are as high as they are because the big brewers are inefficient, the Campaign for Real Ale (CAMRA) claims in a submission to the Price Commission...

Shipowners attack EEC restriction

THE TREATMENT of U.K. coasting and shore-sea shipping is criticised to-day by the British Shipowners' Association...



But the figure this year was £15.5m. below that for February, 1975.

WHAT THE SURVEY SAYS

Table with 10 columns: Question, Favour, Oppose, Don't know, and demographic breakdowns (Age, Sex, Education, etc.).

LABOUR NEWS

NEWS ANALYSIS - PORT TALBOT

Differentials aga

BY DAVID CHURCHILL, LABOUR STAFF

THE BITTER irony of yesterday's decision by British Steel to start shutting down its massive Port Talbot plant in South Wales because of an electricity strike is that it comes only two weeks after the Government gave the go-ahead to a life-saving investment of £355m. capital investment...

Food and linen not for nurses

BY OUR LABOUR STAFF

SUPPLIES of food and linen which have been allowed through picket lines at five Surrey hospitals must not go to medical and nursing staff, Transport and General Workers' Union shop stewards said yesterday...

More people are using new job centres

BY OUR LABOUR STAFF

JOBCENTRES are attracting more people who are unwilling to use the public employment service because of their bad sitting and long queue image, according to a report published to-day...

Post Office cutbacks assurance by Varley

THE DEPARTMENT of Industry told senior officials from the Electrical and Plumbing Trades Union yesterday that it was urgently considering ways of saving jobs in the telecommunications industry threatened by the cut-back in orders from the Post Office...

Court bars camp sit-in

SACKED workers who occupied Pontin's Central Beach holiday camp at Prestatyn, North Wales for four days, have moved out, by Pontin's to have taken part in the High Court yesterday...

and operating BSC immediately plans to close from last Tuesday impossibility of production. But it later decision pending a strikers' mass day to see who accept the union return to work, returned overwork...

Stoppage

Port Talbot major steelworks with an output of 1.5 million tons of steel. About 100 employees in the steel plant used by the industry is steel from Port Talbot...

Strike at high levels \$6 pa

BY OUR LABOUR STAFF

THE NEW Labour Government's first through strike before the £91 introduced. A large proportion of the British Le dispute However strikes in pr February - 301 before the £91 introduced. The January 443,000 working also higher than 1975, which was strike free year...

Cammel men in dispute

By Our Labour TALKS will take pool to-day on th threatens to Laird's Birkenhead. Because of the company has a decision on 1 workers at the 3 completely "sit another dispute. The dispute is agreement between the Boulton and Co. who are plumbers over a system in a ship the yard. Last 3,000 workers across the strike. To-day's meeting following a fur talks on the du arranged by the of Shipbuilding & Union.

Singer's bonus d

THE BONUS dis Glynchbank sewing factory was settled. Ship stewards machine men dis in rule in hr have accepted a 10% increase. Another of through the recalled to-night.

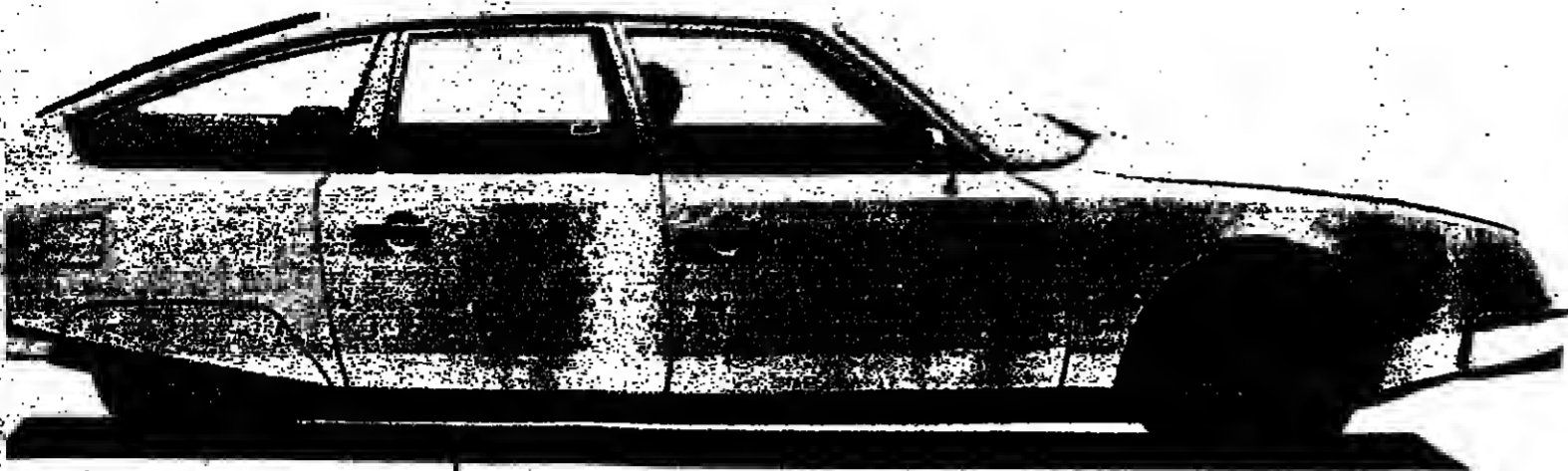
Shiprep starts w

THE NEW repairing comp Engineering, Monday work £70,000 for the first month. The company has over the yard on the main sales on Saturday. Stephens (Ship) in a dispute which has lasted since January, closed at the 25th round.

ANALYSIS - PORT TALK
entials 20

JP... 15

CITROËN CX



THE COMPANY SECRETARY: CITROËN CX 2000. £4249.44



THE SALES DIRECTOR: CITROËN CX DIESEL. £4949.10*



THE MARKETING DIRECTOR: CITROËN CX 2400 SAFARI ESTATE. £5150.34



THE MANAGING DIRECTOR: CITROËN CX PALLAS. £5235.75*



THE CHAIRMAN: CITROËN CX PRESTIGE. £7400.25

Whilst the executives of monolithic corporations will undoubtedly continue to have fleets of uniformly characterless company cars imposed upon them, an opportunity exists for the principals of less bureaucratic organisations to make capital of size and project an individualistic image with a more inspired choice.

Few, if any, executive style production car lines today offer such scope with such a versatile selection of model variations as the Citroën CX range.

THE COMPANY SECRETARY: CITROËN CX 2000.

Value for money is the one factor that over-rides all else in the Citroën CX 2000.

For a relatively modest outlay its driver enjoys the refinements inherent in all CX models: reclining front seats with headrests, VariPower steering, quartz halogen headlamps, hazard warning lights, reversing lights, self-levelling hydropneumatic suspension, single arm windscreen wiper and electric screenwash, heated rear window, laminated windscreen, carpeted rear parcel shelf, and an array of warning lights on the futuristic instrument panel that even includes one for front brake pad wear.

(In return for a somewhat higher price, the Citroën CX 2400 offers rather more power and an even more luxurious finish that includes electrically operated front windows.)

THE SALES DIRECTOR: CITROËN CX DIESEL.

At a constant 55 mph the Citroën CX 2200 Diesel returns 44.83 mpg, a point that will be no small consideration for many motorists.

Another important feature which figures highly in making this dignified saloon attractive for drivers is summed up in the words of CAR magazine: "The CX isn't just a worthy addition to the diesel ranks, it's the quietest and smoothest diesel yet."

THE MARKETING DIRECTOR: CITROËN CX SAFARI ESTATE.

The Citroën CX 2400 Safari is a triumphant refusal by Citroën designers to accept that estate cars must appear like cumbersome hulks reminiscent of World War II army vehicles.

Elegant lines belie a rugged nature. A staggering weight load of more than half a ton can be accommodated in its mind-boggling interior capacity: 72 cu.ft. with the rear seat folded forward.

(For those who prefer diesel, the Citroën CX 2200 Safari is a faithful long-service workhorse.)

THE MANAGING DIRECTOR: CITROËN CX PALLAS.

Unabashed luxury is the overwhelming impression conveyed by the Citroën CX Pallas.

The front windows are electrically operated and rear passengers can enjoy the convenience of two reading lights. Extras available include air-conditioning, leather upholstery, tinted windows and C-matic transmission. C-matic eliminates the clutch pedal and transmission is achieved by use of a torque converter fluid coupling with automatic operation.

THE CHAIRMAN: CITROËN CX PRESTIGE.

C-matic is standard on the CX Prestige, Citroën's ultimate limousine. In length it measures 93" more than other CX saloons and the rear doors are 7" wider.

Four stereophonic speakers, tinted windows and air-conditioning are standard. All window winders are electrically operated. Upholstered footrests are provided for the rear passengers and the rear window has translucent sunblinds.

THE SYSTEM FOR ALLOCATING COMPANY CARS SHOULD GO BY THE BOARD.

* Ltd, Mill Street, Slough SL1 5DE. Tel: Slough 23808. All Citroën cars have a 12 months guarantee. Please enquire about our Personal Export, H.M. Forces and Diplomatic schemes and Preferential Insurance and Finance schemes. Check the Yellow Pages for the name and address of your nearest dealer. Prices include car tax, VAT and seat belts but exclude number plates and delivery charges. *Sunblind extra. Prices correct at time of going to press.

PARLIAMENT

Tories proceed with caution

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

THE TORIES gave a cautious response to the Budget in the Commons yesterday, with Sir Geoffrey Howe, shadow Chancellor, welcoming the modest improvement in tax thresholds, but pointing out that the Chancellor had not even begun to give back the money taken out of wage packets by the ravages of inflation.

Rhodesia majority rule pledge concern

Financial Times Reporter

DR. DAVID OWEN, Foreign Secretary rejected pressure from Conservative MPs yesterday to introduce some kind of British presence into Rhodesia. He equally dismissed the use of a UN or Commonwealth peace-keeping force in the country.

Dr. Owen's strategy was outlined to the Commons yesterday when he answered a string of questions about the Rhodesia situation before his forthcoming departure to southern Africa to seek a new peace formula.

Several MPs sought clarification of a report from Salisbury that the Rhodesian government had made it clear it was not committed to majority rule within two years.

Dr. Owen replied that the problem was that Mr. Smith appeared to be trying the two-year majority rule period to the establishment of an interim government while the British Government dated the two-year period from the time when the Rhodesian leader had entered into the commitment.

Mr. Christopher Brackelbank-Funler (C., Norfolk NW), said a solution to the problem was not likely if the Foreign Secretary had ruled out the possibility of talking with Mr. Smith on his own terms as well as rejecting a permanent British representation in Rhodesia.

Dr. Owen explained that while he could not rule out a British presence in Rhodesia, it was not possible at the present time. He was worried that Mr. Smith might be trying to slide out of his commitment to majority rule in Rhodesia in 1978.

The Foreign Secretary emphasised the importance of reaching a stable agreement in Rhodesia by obtaining the opinions of Rhodesians who were not within the immediate confines of Rhodesia.

Mr. Reginald Maudling (C., Chipping Barnet), argued that what mattered were the wishes of the people of Rhodesia in any internal solution. Dr. Owen answered that in rule not outside opinion was a recipe for violence.

New peer

LORD THOMSON of Wmaithorpe, formerly Mr. George Thomson, who retired as EEC Commissioner for regional policy in January, was introduced in the Lords yesterday.

Tories unhap -but Labour cheers for Si

BY RUFERT CORNWELL

BRITAIN'S UNYIELDING resistance to the latest EEC farm price proposals earned Sir John Silkin a hero's welcome yesterday from his own backbenchers when he returned to the Commons to report on the unsuccessful marathon meeting in Brussels. The Conservatives, however, were anything but happy. Amid an intermittent barrage of jeers from Labour MPs, they strongly criticised the Agriculture Minister for making sure that the U.K. was once again dragging its heels in Europe, as well as dealing a grave blow to domestic pig and beef producers.

Mr. Silkin, who chaired the Council discussions in Brussels, told the House that the eight other member States would have been able to agree on a package based on the Commission's original proposals and including slightly higher price increases throughout the grueling five-day session. Dr. Gavro Strang, Parliamentary Secretary to the Agriculture Ministry and leader of the British delegation, had made it clear that he would accept the increases and a small devaluation of the "green pound" if adequate compensation was offered in return.

The U.K. had put forward a scheme for a further subsidy which would have achieved the problems facing trade union members, if they wanted moderate pay claims.

Mr. Barnett said the Government could not afford to give a stimulant to the economy. The consequences for the exchange rate and inflation would be disastrous for trade unionists as everyone else.

Mr. John Peyton, shadow Agriculture Minister, challenged Mr. Silkin to make clear what he would accept and what he felt had been gained from a "prisoned and bitter argument".

The statement, said Mr. Peyton, was particularly worrying for Britain's pig and beef producers, whose problems had been resolved while the devaluation of the Irish "green pound" agreed by the nine farm Ministers would only deepen the difficulties of beef producers in this country.

Howe challenged on incomes policy

BY IVOR OWEN, PARLIAMENTARY STAFF

MOST EXPANDING companies will pay no Corporation Tax at all as a result of the decision to increase the 100 per cent. first-year capital allowance and the stock relief scheme, Mr. Joel Barnett, Chief Secretary to the Treasury, told the Commons last night.

This is most important for the economy of this country," he declared, when debate on the Budget was resumed.

Reaffirming the importance the Government attaches to securing agreement on a third year of voluntary pay restraint, Mr. Barnett said it was vital to the attainment of a single figure rate of price inflation by 1978.

"I am confident that trade union leaders, and more important, their members, will recognise how essential it is that we should be able to conclude a third stage of pay policy," he said.

Mr. Barnett challenged Conservative leaders to say whether the shadow Cabinet was in favour of an incomes policy and negotiations with the TUC. He claimed that Sir Geoffrey Howe, shadow Chancellor, had failed to make the position clear.

Sir Geoffrey had earlier argued that very few people believed, in their heart of hearts, that long-term detailed regulation of pay bargaining could or should be maintained.

Short of the gravest emergency, no acceptable or effective machinery for such regulation was likely to exist. "We have, therefore, to go through a period of transition to a world which is free from direct Government interference in pay bargaining. That period of transition has got to be one of greater flexibility."

It would be necessary, said Sir Geoffrey, to make provision for the compressed spring of differential wages to occur. Sir Geoffrey stressed that the

explosion that would destroy all our hopes of ridding the role of price increases and the level of unemployment.

Trade union leaders understood the position well and did not favour a free-for-all. But they must equally understand the problems facing trade union members, if they wanted moderate pay claims.

Mr. Barnett said the Government could not afford to give a stimulant to the economy. The consequences for the exchange rate and inflation would be disastrous for trade unionists as everyone else.

"I am confident that trade union leaders and more important, their members, will recognise how essential it is that we should be able to conclude a third stage of pay policy. We should then be able to break out of the series of stop-go pay claims we have been in since the war."

Mr. Barroff added: "We now have a golden opportunity of sealing the end of stagflation, to move to a new era of moderate but real wage increases, of bringing about lower price increases, more jobs and an improvement of living standards."

The alternative of the Opposition did not bear contemplation. Sir Geoffrey had been unclear on the Tories' attitude to a voluntary incomes policy. All he had done was make a convoluted speech on incomes policy.

Mr. Barnett accused the Tories of creating such despair that the TUC, CBI, the City and the Farm Cobby and all were brought together in opposing them. "That is why there was a sign of relief when they lost the vote last Wednesday."

The national interest was not helped by them claiming there was some simple solution to Britain's problems. The pressure on resources is likely to be a satisfactory agreement on the third round of the pay policy. After many years of incomes policies, it would not be easy to achieve a settlement but it will do so.

The alternative would be a pay increase in living standards by large increases in "take-home pay".

This could only be done by improving our industrial performance, and the Budget gave industry the chance to stride forward as never before, helped by the promise of North Sea oil.

It must now be for industry to grasp the opportunity. Liberal spokesman Mr. John Barroff said that contrary to some press speculation he did not write the Budget. "And it shows," he added in Tory laughter.

He denied the "extraneous" suggestion that the Liberals had claimed they were going to take part in the pay negotiations with the unions.

Mr. Barroff went on: "We aren't a heavily taxed nation by comparison with the rest of the world. It just feels that way. Not he called for massive cuts in income tax—35 per cent. would not be too much—which would be very beneficial both in dealing with the poverty trap and in helping small businesses."

The Budget was a start. "But it is a public rather than a private threat. I hope he will be more firm and radical in the future."


Mr. E. Fernhouse (Lab. Jarrow), what percentage of British exports went to the countries now farming the EEC in the four years before the U.K. joined? What percentage has gone there in the four years since the U.K. became a member? For the same periods, what percentage of British imports came from these countries?

Mr. Michael Weaver, Under-Secretary, in the four years 1962-1972 an annual average of 25.6 per cent. of total U.K. exports were in the EEC; in 1973 107% the figure was 33.8 per cent. Corresponding figures for imports from EEC were 30.7 per cent. and 35.7 per cent. respectively.

Midland Bank Base Rate

Midland Bank Limited announces that with effect from March 31st 1977, its Base Rate is $9\frac{1}{2}\%$, and that its Deposit Rate on amounts lodged at its branches subject to 7 days notice of withdrawal is 5% on balances of all amounts.

Personal Credit Plan Accounts will attract 5% on credit balances and be charged 18% on debit balances with effect from May 13th 1977.



Midland Bank

BANK OF SCOTLAND BASE RATE

The Bank of Scotland intimates that, as from 31st March, 1977 and until further notice, its Base Rate will be TEN AND ONE HALF PER CENT. PER ANNUM.

LONDON OFFICES—DEPOSITS


The rate of interest on sums lodged for a minimum period of 7 days will be FIVE PER CENT. PER ANNUM plus with effect from 31st March.

The Royal Bank of Scotland INTEREST RATES

The Royal Bank of Scotland Limited announces that with effect from 31st March 1977, its Base Rate for current deposits is being reduced from 10½ per cent. to 9½ per cent.

The Royal Bank of Scotland Limited, Head Office, PO Box 31, 42 St. Andrew Square, Edinburgh, EH2 2YP.

National Westminster Bank



Rate Changes

National Westminster Bank announces that for balances in its books as from and including Thursday 31st March, 1977, its Base Rate for lending is reduced from 10½% to 9½% per annum and its Deposit Rate on all amounts lodged subject to seven days' notice of withdrawal is 5% per annum.

Savings Accounts will now attract interest at 5% per annum. All other rates remain unchanged.

L.B.I. Base Rate

Lloyds Bank International Limited announces that, with effect from 31st March, 1977, its Base Rate, applicable to all its U.K. branches, is reduced from 10½% to 9½%.

The rate of interest allowed on seven-day notice deposits will be 5%.

LLOYDS BANK INTERNATIONAL
40 Leadenhall Street, London EC3A 4PL. Tel: 01 249 2322

Written Answers

EMPLOYMENT

Mr. Fred Silvester (Con., Wiltshire) asked the Secretary of State for Employment whether he had any idea of the shortfall of jobs for school leavers and graduates at the end of the current economic year?

Mr. John Gilling, Under-Secretary for the Ministry of Employment, said that the incidence of unemployment for particular groups have been made, although it is clear that many leaving school and university this summer to seek employment will have considerable difficulty in finding it.

INDUSTRY

Mr. Kenneth Clarke (Con., Rushcliffe), why did the Secretary of State invite one politician only, namely the Co-operative Party, to nominate a representative as a member of the Joint Working Group set up by his department with outside bodies to develop the idea of a Co-operative Development Agency? Whether he will now invite other major political parties to nominate members of the group?

Mr. Alan Williams, Minister of State, The Co-operative Party was invited to nominate a representative to serve on the working group because it plays an important role in the co-operative movement in this country and has relevant experience which is likely to be helpful to the group's work. It is not proposed to invite other political parties to participate but the group will of course consider any written observations that interested organisations or individuals may submit.

TRADE

Mr. E. Fernhouse (Lab. Jarrow), what percentage of British exports went to the countries now farming the EEC in the four years before the U.K. joined? What percentage has gone there in the four years since the U.K. became a member? For the same periods, what percentage of British imports came from these countries?

Mr. Michael Weaver, Under-Secretary, in the four years 1962-1972 an annual average of 25.6 per cent. of total U.K. exports were in the EEC; in 1973 107% the figure was 33.8 per cent. Corresponding figures for imports from EEC were 30.7 per cent. and 35.7 per cent. respectively.

Written Answers

Mr. Fred Silvester (Con., Wiltshire) asked the Secretary of State for Employment whether he had any idea of the shortfall of jobs for school leavers and graduates at the end of the current economic year?

Mr. John Gilling, Under-Secretary for the Ministry of Employment, said that the incidence of unemployment for particular groups have been made, although it is clear that many leaving school and university this summer to seek employment will have considerable difficulty in finding it.

Hospital disputes 'abhorrent'—MI

THE SURREY hospitals dispute would not be held abhorrent to the public, said Mr. Geoffrey Howe, shadow Chancellor, in a Commons speech yesterday.

Mr. Howe said the Government would do all it could to ensure that picketing was kept within the proper bounds and that essential supplies are allowed through.

The dispute over about work-tuning, rosters, for domestic staff and it is the essential part of the health services which would be held abhorrent to the public, he said.

Peer attacks loan to Scottish Daily News

THE GOVERNMENT'S loan to the Scottish Daily News was criticised by the Earl of Lauderdale in the Lords yesterday. He said he was not sure that the use of taxpayers' money and creating a high-risk investment was a merit.

Euro-pa attacked

THE PROSPECT of a major attack on the Conservative Government by the Labour Party was attacked by Lord Lauderdale yesterday.

Barclays Bank Base Rate

Barclays Bank Limited and Barclays Bank International Limited announce that with effect from the close of business on 31st March, 1977, their Base Rate will be decreased from 10½% to 9½% per annum.

The basic interest rate for deposits will be decreased by 1½% from 6½% to 5% per annum.

BARCLAYS **BARCLAYS International**

Reg. Office: 44 Lombard Street, EC3A 3AH



Coutts & Co. announce that, for balances in their books on and after the 31st March 1977 and until further notice their Base Rate for lending is 9 1/2% per annum. The Deposit Rate on all monies subject to seven days' notice of withdrawal is 5% per annum.

Standard Chartered announce that on and after 31st March, 1977, the following annual rates will apply

Base rate 9 1/2% Deposit rate 5%



FINANCIAL TIMES INTERNATIONAL EXECUTIVE EMPLOYMENT CONFERENCE

THE BRITISH approach to dealings with the Middle East had been superior to that of any country, Dr. Bart Paff, adviser to H. R. Sheikh Sultan bin Mohammed Al-Qasbi, the Ruler of Sharjah, said at a Financial Times Conference on International Executive Employment in London yesterday.

Dr. Paff, an American, said that personal relationships were the key to success in the Arab world. The loyalty of Arabs to foreign executives would be realised only if a strong personal relationship was established between the ruler of the State and the company representative.

"The British have deserved what they have earned there," Dr. Paff added.

He stressed the need for an open mind when dealing with Arabs because of the different culture from that of the Western world. Negotiations would move very slowly, and Arabs tended to dislike long contracts, but if their loyalty was won, they would dream up projects to keep the company busy.

The problems created by different cultures for wives and fragmented education for the children of expatriates were reviewed by Mrs. Eric Whittle, wife of the deputy chief executive of Lloyds Bank International.

Britons praised for approach on Middle East dealings

BY JAMES McDONALD

company to equip itself with personnel to help cope with the inevitable family problems. Mrs. Whittle distinguished between the short- and long-term resident abroad. In the short-term, she said, the expatriate could easily keep on his house at home, but the longer-term employee would have to be helped financially. The company should take this into account.

For a company with a variety of interests in different countries there is a real role for expatriate staff in the field of international executive employment, said Mr. P. H. Baltzer, director of administration of Formica International.

"The ability to fill management and technical gaps for prescribed periods of time, the absolute and necessarily dedicated acceptance of a training role and, finally, the self-development opportunities for growing managers are all assets which outweigh the difficulties and costs that are involved in employing expatriate staff," he said.

When assessing the value of any investment in expatriate staff a company must be confident and honest in determining that no local national employed in the overseas company could not discharge the responsibilities of the appointment.

Investigated

"Secondly, the company has to be certain that the local recruitment market has been investigated properly and found wanting. If these conditions have been met then the company has no alternative but to fill the gap with an expatriate," he said.

"If the training role for expatriate staff is properly understood and implemented the development of local managerial staff must, over a period of time,

reduce an overseas company's requirements for expatriate staff. "Unfortunately owing to market pressure and the law of supply and demand for good, well-trained local managers the time-scale prescribed by the need

also suitable by temperament and psychological make-up."

Mr. N. A. Svensson, vice-president, personnel, of Telefonaktiebolaget L. M. Ericsson, speaking on the selection and briefing of expatriates, said: "I believe that the most important characteristics which a candidate should possess are: technical ability, supervisory and training ability, organisational ability, adaptability, and breadth of vision."

Study

His company found that the most common motives for accepting a foreign assignment, according to a recent Swedish research study, were: better economic conditions (88 per cent.), better promotion opportunities (81 per cent.), the wish to explore a new kind of work (48 per cent.), dissatisfaction with conditions in the home country (21 per cent.).

Mr. Blas Ople, secretary of Labour in the Philippines, and former chairman of the International Labour Organisation, referred to the possibility of conflict between host countries and multi-national companies. He pointed out that pursuers of national interest and pursuers of profit did not always co-exist happily.

The conference, which continues to-day, was chaired by Mr. J. H. G. Firth, managing director of Employment Conditions Abroad.

Speakers on "Factors Governing Conditions of Expatriate Service and Remuneration" included Mr. J. M. McKeever of BP, Mr. R. M. McKeever of Employment Conditions Abroad, Mr. G. Killberg of S.K.F. and Mr. A. J. Arthur of Employment Conditions Abroad.



Dr. Bart Paff: The British deserve their earnings.

NOTICE OF DRAW AND REDEMPTION

SOCIETE FINANCIERE POUR LES TELECOMMUNICATIONS ET L'ELECTRONIQUE

(So. F. T. E.)

Societe Anonyme - Luxembourg USS DEBENTURE LOAN WITH A COUPON

OF 7.75% 1970/1985 (Guaranteed by STET)

So.F.T.E. having already acquired under the Terms of the Loan, 1,650 bonds of a face value of \$1000 each on the market, of the seventh Redemption Instalment due on May 1 1977, Banco di Roma. In its capacity as Paying Agent has drawn lots on the issuer's behalf in accordance with the Sinking Fund Scheme for the remaining 1,650 bonds necessary to cover the entire redemption instalment.

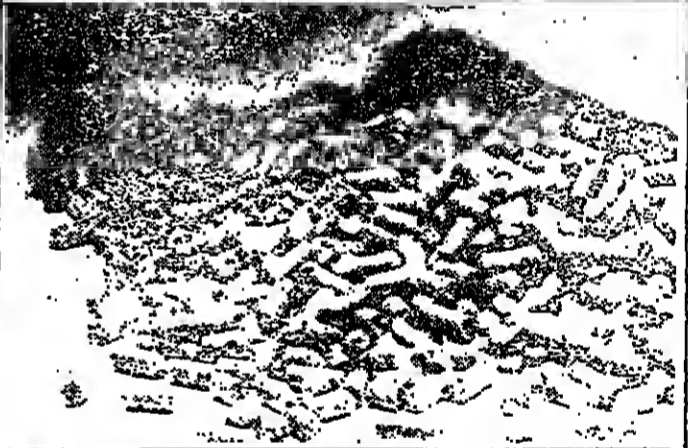
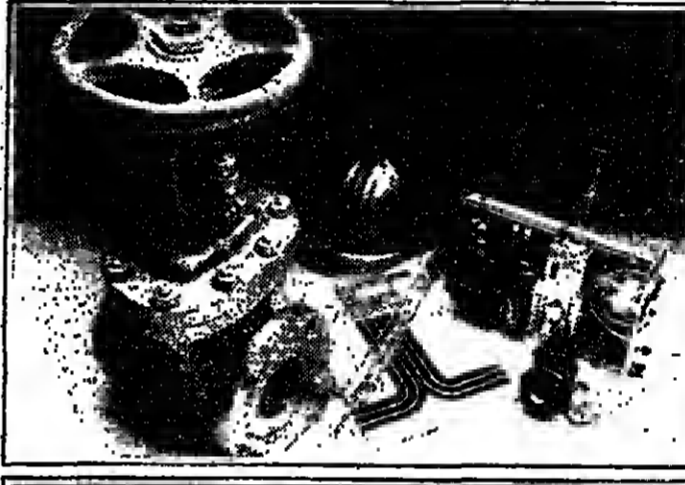
BONDS DRAWN FOR REDEMPTION MAY 1, 1977

Table listing bond numbers for redemption on May 1, 1977. Columns include bond numbers from 1 to 1650 and their corresponding values.

The bonds indicated above for redemption will expire and be made payable as from May 1 1977, in US dollars for the entire nominal capital plus interest accrued up to that date. They must be presented for redemption with all coupons expiring after May 1 1977, at the following institutions:

- BANCO DI ROMA
MANUFACTURERS HANOVER TRUST COMPANY
C. WARBURG & CO. LIMITED
BANQUE INTERNATIONALE A LUXEMBOURG

BANCO DI ROMA Paying Agent



STRATHCLYDE PUT YOURSELF IN OUR PLACE.

Plastics, pharmaceuticals, animal foodstuffs, oil... and food processing. You wouldn't think they had a lot in common.

Yet they have. These divergent industries have converged on a very special region. They're sharing success in Strathclyde.

Read the reports. Recent announcements have projected massive investment for Scotland, £2,000m alone in the petrochemical sector of industry.

This is an addition to a current investment of £1,000m already committed in oil related developments in Scotland. Proof of confidence in Scotland's economic prospects.

Strathclyde is sharing in this success in areas as diverse as steelmaking and foodstuffs, electronics and diesel engines. Expansion on one sector had led to growth in the supporting industries, for instance, in plastics and chemicals. These increases in manufacturing capacity have reflected the high levels of financial assistance available in Strathclyde, the resources of skilled and professional manpower and the wide range of sites suitable for industrial development.

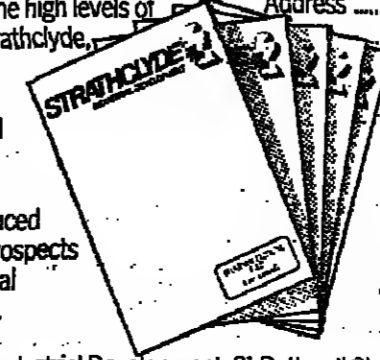
Strathclyde's Department for Industrial Development have produced a series of reports assessing the prospects for plastics, pharmaceuticals, animal foodstuffs, oil and food processing.

If you are interested in receiving a copy of any of these reports or discussing further your interests in Strathclyde with a representative of the Regional Council, just fill in the coupon below.

I wish to meet a representative of Strathclyde Regional Council

- Please send me a copy of your REPORT ON FOOD PROCESSING incorporating ANIMAL FOODSTUFFS REPORT ON PETROCHEMICALS REPORT ON PHARMACEUTICALS REPORT ON PLASTICS REPORT ON OIL (tick which required)

Name Position Company Address



Strathclyde Industrial Development

The Marketing Scene

EDITED BY MICHAEL THOMPSON-NOEL

No reason for depression

BY MICHAEL THOMPSON-NOEL

THE OVER-RIDING neutrality of Mr. Healey's Budget has done little to depress the advertising industry's relatively bullish view of likely advertising spending patterns over the next few months. Although the Chancellor's proposals for a two-part reduction in income tax, amounting to £2.2bn, in a full year, do little more than partially offset the effects of inflation, there is a very real sense in which the neutrality of the Budget can be seen as psychologically uplifting.

The feeling last night was that manufacturers and buyers of consumer durables, for example, are likely to feel suitably impressed by the Chancellor's decision not to raise VAT.

Harold Lind of the Advertising Association believes that advertisers will have been given the general feeling that some deal, phoney or otherwise, will be reached with the Chancellor, and by the expectation of a genuine improvement in disposable incomes in real terms in the not too distant future. Advertisers' spending over the next three months may still show the slow-down predicted at the start of the year. But on the evidence of first-quarter spending it does not seem likely. The television contractors' gross revenues (including agencies' commission) over the first three months is likely to finish at the round £74m-£75m, a remarkable 35 per cent. gain on the first quarter last year.

According to his earlier forecasts, Harold Lind was expecting a second-quarter gain of only 7 per cent. in TV spending. "There is still no reason to feel that second-quarter spending will not be markedly worse than in the first, but my guess now is that it is not a forecast—is that the general feeling gain may turn out to be nearer 15-20 per cent. As to TV advertising, the rise in advertising should be double, and by the expectation so much better than expected. I'm damned if I know."

Tavern triumphs

BY JULIA PIPER

BY A PINT of Tavern beer came the chance to win a cond pint free. This remarkable offer was made by Courage in a recent Tavern promotion: a highly original and surprisingly simple idea whereby random numbers hit up on a fruit machine unit on the bar, each time a pint was purchased. The combination of numbers produced a free pint.

The promotion was run in a number of licensed clubs in the Bristol area and, as a result, 20 per cent. of Tavern customers, not surprisingly, the campaign won the Grand Prix at the Sales Promotions Executive Association Awards for most outstanding promotions of the year.

The Awards, however, are not based on the results of the campaign. This is because it is built to isolate the effects of promotions from other elements in the marketing mix. Entries judged on selection of promotional technique in relation to objectives, the capability of the motion to motivate target audiences, and the degree of activity. The Courage promotion was most successful in filling these criteria, but it chosen from a rather un-

remarkable field. Other entries tended to be pedestrian and lacked flair.

The Courage free pint promotion was the Gold Award winner in Category 1 for consumer competitions and was created by Marketing Solutions. Other Gold Awards were: Category 2, for consumer free offers, the Kit Foods Captain Crunch free mail-order comic. Category 3 was for consumer self-liquidating offers and the winner was RHM Foods' Scotts Porage Oats personalised book promotion.

Category 4 for consumer price reduction promotions, the winner was Kentucky Fried Chicken luncheon specials created by Communications in Selling which offered a fried chicken luncheon at a reduced price.

Category 5 for consumer multi-technique promotions, was won by Rank Hi-Fi Sound Spectacular created by The Sales Machine. In Category 6, for consumer (that is, trade) promotions, the winner was William Grant's No Mistaking Grant's promotion created by William Grant which offered the trade the opportunity of receiving cheaper holidays.

Julia Piper is associate editor of Marketing Magazine.

CORPORATE ADVERTISING

Mr. Accles? This is Pollock



AS ONE OF Britain's largest engineering concerns, Tube Investments has more than 130 subsidiaries and annual worldwide sales of £700m-plus. It also has a personality problem, which is why it is about to spend £350,000 on its first-ever corporate television campaign which will run in the Midlands and London from April 2.

According to Tube Investments' William Paterson: "Research has shown that we're little known in consumers. If they think of the TI group at all they think of it as grey, diffuse, remote. Hence our decision to take quick action. We don't want to be thought of as faceless and unfriendly, which is why we're using Ronnie Carbert in the campaign to communicate the warmth and personality we believe we possess."

The commercial will focus on TI's wide range of interests. Only six of TI's subsidiaries employ more than 2,000 people, hence the copy line: "We made it big by keeping it small."

and hence the mini-comic. During the one-minute commercial, produced by Illustra, Ronnie Carbert will introduce many of the subsidiaries that produce TI's domestic appliances, cycles, machine tools and tubes, including Creda, New World, Raleigh, Accles and Pollock and Russell Hobbs. At one point he portrays Mr. Accles and Mr. Pollock simultaneously.

The group has recently taken two other steps, introducing the TI symbol into finished products and the prefix "TI" to names of subsidiaries.

For the television campaign to be successful, TI's spending represents a further breakthrough on the corporate ad front. London Weekend Television's Martin Lester says that following his spending by Tate and Lyle and Chubb in the London area ahead of this year, corporate advertising has grown to represent 8 per cent. of LWT's revenue compared with 1.2 per cent. four years ago. MTN.

Stuart Duncan explains how the process of changing advertising agencies can be rendered more professional, more enjoyable and less acrimonious

Agencies: the £100m. carousel

LAST YEAR more than 300 companies changed their advertising agencies, moving business in excess of £100m. A great many agencies were involved at one stage or another in the pitching process—some of them numerous times over—spending between £100m and £1m on the unique to advertising where the prospecting client looks to the costliest agencies (his short-list) for a solution to his problems, prior to a commitment to employ that organisation (equivalent, perhaps, to exploratory surgery in medicine or a brain extraction in dentistry).

Whatever the size of the short-list—normally four or five but often stretched to double that figure—normally only one agency wins in the end so that at least 80 per cent. of this speculative investment in advertising money is wasted. That means as much as 10 per cent. of the entire advertising industry's profits in any one year. Yet agencies compete because of the competitive nature of the business and because with depressed advertising growth from existing clients it is the one means to agency expansion (outside of acquisition and mergers).

Some agencies have been known to spend as much as £50,000 over a series of presentations (and still not secure the business). Some clients declare their intentions to change agencies and agency presentations stay where they are. Often it's an expedient, less to make the right final choice for the company than to accommodate a divergency of personal attitudes and relationships and to prove or disprove a point.

More agencies lose than win (obviously) but few companies make provision for compensation. Few agencies think they have the right to expect it. Few agencies refuse to compete. All clients enjoy it. And there are no ground rules.

But new business presentations, whether objective and professional agency evaluations or marketing management ego trips, are still the only means to 80 per cent. of U.K. manufacturing and marketing companies have of selecting a new and important business partner. The reasons aside, the method itself should be more carefully scrutinised and better managed to conform to a minimum of accepted standards of conduct and procedure which most agencies are at present too confident, eager, or insecure (which ever applies at the time) to impose and companies too busy, inexperienced or insensitive to understand.

Yet it is good common sense and if some very simple and basic rules are observed the whole process can become not only more professional but also more enjoyable—and less acrimonious to the end. You can even, if you try hard enough, gain a new agency without losing friends.

For companies on the search, here are some ground rules:

1. Decide in advance the sort of agencies you would like on your short-list. Questions of size, personnel, client-list, organis-
2. Limit your short-list. Four is enough. Less if possible. It's the most a busy company should have time to cope with very responsibly, from the agencies' standpoint the shorter the brief the more seriously your brief will be treated.
3. Once decided don't extend. Adding "just one more" can become addictive.
4. Have total management consensus both on your criteria and your short-list. Any disagreement on either can invalidate the entire exercise before it starts.
5. Be serious. Don't dangle a bait for free ideas. Presentations cost time and money on both sides.
6. Assuming you are serious, don't include your present agency. Why put it through the hoops if a working relationship has already exposed the very deficiencies that compel you to look elsewhere?
7. Whether it's out or the best with your existing agency. Tell them your intentions and your choice your agency for the right reasons, not the wrong ones.
8. Decide what you're looking for: a "solution" (creative or otherwise) or an organisation to forge a long-term relationship with. New business presentations can be heady wine. Don't forget there are many mornings afterwards.
9. Set a timetable and stick to it. The shorter the better, but whatever the timing identify the agencies with your plans, and keep them informed. Unless you're sadistic don't prolong the agony.
10. Avoid muck and mystery. Tell the participating agencies who their competitors are. They will appreciate the knowledge and respect the confidentiality. And they'll know the odds.
11. Discuss and resolve presentation costs beforehand. Agencies think clients should pay. Most clients disagree. Making your position understood beforehand will avoid argument afterwards.
12. Whether you're paying or not, try and set some cost parameters. Presentations can range from show-biz spectacles to a few rough scribbles on the wall. In the end it's the agencies' decision but some guidance as to your expectations is always helpful.
13. Be consistent and fair to each contender throughout: same brief, same access to information, same judging committee. Even draw lots for the favoured position of "last on!"
14. Suppress/contain company politics. Agency presentations can be highly personal and emotive exercises. Try and choose your agency for the right reasons, not the wrong ones.
15. Lastly, good news or bad, inform all the agencies immediately. By telephone. It takes courage but you owe it to the participants to tell them first before they read about it.

Happy hunting.

Stuart Duncan is chairman of Crawford's.

Time for hash-brown and turkey

THE FROZEN FOOD battle is still hotting up. On the home front a fairly stable market last year in volume terms has helped sharpen the competitive edge between Birds Eye, the market's No. 1, and Findus and Ross Foods, its closest pursuers. In turn, the Marketing Development Services unit of the U.S. Department of Agriculture in London is sufficiently encouraged by prospects to organise the first USDA exhibition devoted solely to frozen foods to be held here for some years.

Around 25 exhibitors, many of them operating at the specialty and gourmet end of the market, will be exhibiting at two venues—Fulham's West Centre Hotel (May 5-6) and the Hotel Piccadilly, Manchester (May 8-10).

The Americans are naturally attracted by the growth of home freezer ownership—from 2.7 per cent. of U.K. homes eight years ago to what Birds Eye now reckons is virtually a third. But in addition to retail sales through supermarkets and freezer centres, they are carefully watching the growth potential in the use of frozen foods in catering, where sales were £130m. in 1976, says USDA, and are still expanding in a retail market worth well over £1bn.

Brian Cookson, chairman of Ross Foods, says that catering should account for around 50 per cent. of the company's total frozen food sales of just under £100m. this year—a bigger percentage, he says, than at Birds Eye or Findus. The biggest single catering development at Ross recently has been its range of 40 individual meals for well-

fare catering although it is still looking for the big breakthrough into large-scale catering for schools and hospitals.

USDA exhibitors will include the following companies already active in the U.K.: David Mark Distributors (Golden Gem Florida juice concentrates); T. W. Downs (Rich, Ooms and Hayden House turkey products); Clonstoo Foods Europe (Alaska Shell, Clear Springs and Clonstoo seafoods); Hoekensbull and Hays (Norwegian turkey breast, Vahlsing hash-brown potato products and Tropicana orange juice) and TFC Foods (Jennie-O turkey).

According to Gerry Shelden, USDA's assistant agricultural attache in London: "Quality American frozen foods have vital part to play in influencing the further growth of the U.K. market. Already poultry and meat products, especially offal, come into this country in large tonnages, while juices, bakery products, French fries, corn and other vegetables occupy a useful place."

What is exciting the Americans in their own market is that not only is frozen food continuing to penetrate all areas of catering, from coffee shops and hospitals to hotels, but that these end-users are increasingly happy to talk about their use of frozen foods something they were reluctant to do in the past.

"American food processors aren't just turning out 'TV dinners' for the commercial-institutional food service market," says Shelden. "They're buying quality raw products and investing in modern methods of food technology to make sure that the original quality reaches the operator's kitchen."

"In most cases you won't find 100 per cent. convenience systems, but you will find a hotel such as the Waldorf Astoria using frozen pastry dough; Chicago's Lake Shore Club featuring chicken Kiev frozen items; and the popular crêpe restaurants such as the Magic Pan and Le Crêpe using frozen fillings."

PICCADILLY RADIO

3rd BIRTHDAY NOTICE

GREATER PICCADILLY RADIO THANKS GREATER MANCHESTER FOR 3 GREAT YEARS

61 medium 97 VHF

ADVERTISEMENT REPRESENTATIVES

The FINANCIAL TIMES is recruiting additional advertisement representatives, 25-35 years old, with at least five years' experience in advertising.

Successful applicants will be based in London and will have opportunities for extensive foreign travel. Salary negotiable.

Applications should be made in writing to A. Barbieri, Personnel Manager.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Bracken House, 10 Cannon Street
London EC4P 4BY

"After the ad appeared, one dealer sold seven hi-fi systems before lunch!"

Bob Stockwell, Advertising Manager, Bang & Olufsen (UK) Limited.

"The dealer was John Teller of Studio 99 Limited, Fairfax Road, London. On a normal Saturday they might sell one or two of our systems. That morning, 2nd October 1976, they'd been rushed off their feet. John was so tickled he rang to tell us about it.

"What pleased Patrick and me (Patrick Wood, Managing Director, CEAL Marketing & Advertising Limited, our agency), was it confirmed a theory of ours, that many people desired Bang & Olufsen equipment but felt they couldn't afford it, even though they didn't know the price.

"We knew Radio Times reached those people, the CIC2's as well as the ABC1's. Also we knew each issue was in their homes for nine days.

"And that was the strategy behind the campaign. We used eleven of our thirteen regional editions, and simply stated prices. No discounts, no special offers, just prices.

"In four weeks we turned over more than £7 million. And when John Teller rang me, the only publication the ad had appeared in was Radio Times."

For further information contact
Head of Advertisement Department, BBC Publications,
35 Marylebone High Street, London W1M 4AA.
Telephone: 01-580 5577.

MARKETING APPOINTMENTS

Director Marketing and Sales

for a young, profitable, independent British company which must grow and develop fast to meet the challenge of a phenomenal opportunity.

This stems from a technological "break-through". The product is proven in U.K. commercial-industrial markets and public services. World-wide markets are now opening.

The work demands someone whose creative imagination has been put to the test commercially and proved by a record of managerial success in selling systems or equipment (preferably both) here and abroad. Knowledge of the data-processing industry would be an asset.

Evidence of ordered intellectual development (e.g. a good honours degree) and of effectiveness in recruiting, training and directing skilled professional people, is essential. So is experience in a successful enterprise. Experience in a giant enterprise may be an asset, if it has not damaged the individual's original faculties.

Such a person will already be earning over £10,000 p.a. and may be at the £15,000 level.

Correspondence will be handled in complete confidence. Nothing will be disclosed to anyone outside the consultant's firm without permission. Letters should be addressed personally to:

M. J. Graham-Jones,
177 Vauxhall Bridge Road,
London SW1V 1ER.

THE FACILITIES PARTNERSHIP
Management Consultants

Buxted's new poultry dishes were quickly plucked from Southern shelves

One-third of all housewives who saw Buxted's campaign on Southern bought one or more of their new products.

When Buxted, brand leaders in whole chicken, moved into prepared poultry foods they test-marketed on Southern Television. With 7 in 10 of the UK population, the South is big enough for a representative test market, yet compact enough to be economical.

Buxted's campaign—for Southern Fried Chicken, Chicken Fingers, Turkey Meat Loaf and Crispy Turkey Fries—ran for four weeks in late 1975, and the results were all they had hoped for.

SOUTHERN TELEVISION

For further information contact Brian Henry, Marketing and Sales Director,
Southern Television Limited, Glen House, Stag Place, London SW1E 5AX. Telephone: 01-834 4404.

Radio Times

BBC 1, BBC 2, Radio 1, 2, 3, 4

Head Office Editorial & Advertisement Offices: BRACKEN HOUSE, CANNON STREET, LONDON EC4A 3DF

THE BUDGET AND STAGE 3



Mr. Hugh Scanlon: not satisfied. Mr. Joe Gormley: loud warning. Mr. Alan Fisher: fierce debate. Mr. Jack Jones: concern with prices. Mr. John Lyons: setting higher sights. Lord Allen: overcautious.

Interest rate outlook

THE MOST dramatic immediate reaction in the City to the Budget was a further drop in interest rates, at both the short-term and the long-term ends of the spectrum.

There are several reasons for the near-unanimous feeling that Mr. Healey's latest Budget is likely to lead to lower interest rates at least for some time.

Allied to this general feeling about the thrust of the Budget proposals is an appreciation of the firm monetary stance which the Chancellor continues to maintain.

The Cyprus talks could work

EVER SINCE the Turkish invasion of Cyprus in the summer of 1974, there have been intermittent attempts under the auspices of the United Nations to reach a negotiated settlement between the Greek and Turkish Cypriots.

And yet the outlook this time does seem to be different. Not only is there a new Administration in the U.S. which is showing an active interest in the Eastern Mediterranean, but the parties to the dispute seem also to have been re-examining their positions.

All this amounts to a mutual recognition that it is time to negotiate. The basic sticking points are well known. One is for the Turks to settle for a rather smaller part of the territory. At present they hold about 35 per cent, but the Turkish Cypriots' account for little more than 20 per cent of the population.

TUC will be hard to tempt

By CHRISTIAN TYLER, Labour Correspondent

MR Healey's tax carrot is unlikely to have more than a marginal influence on the unions' bargaining position.

By the time the TUC economic committee meets on April 13 to plan strategy for pay policy talks, the tax "bribe" will probably be ignored.

Without resorting to phrases like "fiscal drag," union officials, if not their shop-floor members, have learned from last year's experiment that even a generous-looking adjustment to tax rates does not fully offset their extra tax burden.

Furthermore, even the conditional promise to lower the standard rate from 35 per cent to 33 per cent, falls well short

NET INCREASE IN WEEKLY TAKE HOME PAY

Table with 7 columns: Category, Low paid (x1), Average, Higher paid (x2, x3), and Av. earnings. Rows include Gross weekly pay, New child benefit, Lower child tax allowances, Inc. in Nat. Ins. contribs., Budget Firm, Incr. personal allowances, Conditional Lower basic rate, and Total (% of take-home pay).

* Assuming: (i) Average earnings of £75 a week (£3,900 a year) for adult male manual worker in manufacturing industry. (ii) Married couple with two children under 11.

of the TUC's submission that a band of 25 or 30 per cent would be appropriate to help the low paid: the feeling is that not nearly enough low-paid workers have been taken out of, or prevented from entering, the tax net.

Mr. Healey's calculation that a pay deal that substantially lowers price inflation will raise the value of his Budget to the average earner to the equivalent of a 9 per cent gross pay rise will be treated with even greater scepticism than the tax cut.

Overall, as Lord Allen, chairmen of the economic committee said, Mr. Healey has not only clouded the horizon with the condition he has imposed regarding a third phase but has produced an over-cautious Budget.

MEN AND MATTERS

Miller hands over

"He has been the subject of a great deal of unkind, uncalled-for criticism from the Press. It's all right when the Press has a go at you personally in business, that you can take. But his wife and son have also been involved."

Lord Mais was talking about the surprise resignation of fellow Labourite Sir Eric Miller as chairman and managing director of Peachey Property Corporation, which yesterday produced its annual results.

Miller himself appears lately to have been the subject of a whispering campaign, but his decision to step down remains a surprise. Mais takes on the chairmanship with executive management headed by director Stephen Thompson.



"Shouldn't that be in Arabic?"

His own, and in another three years was hired by Peachey. The last accounts show him owning 504,000 of the group's 25m shares: last week he assured the Stock Exchange that he had not been a seller of Peachey shares recently.

The new chairman of Peachey has only been on the Board since the beginning of last year. Lord Mais, now 66, trained as a surveyor and civil engineer, and after a spell in private practice joined Trollops and Coils and rose eventually to be chairman and joint managing director.

Barre's new Cabinet men

The cover of Alain Peyrefitte's best seller Le Mal Français—the French Sickness—shows a batch of live matches attacked in the shape of France and a lit match straying towards them.

Where he fits into modern Gaullism is not clear. Yet the Gaullists can hardly complain if they have lost Gauchard from the Cabinet. Barre has replaced him with someone with an equally long party pedigree and the growing reputation as a semi-pop sociologist besides.

Taking office 11 months from general elections which are widely expected to bring the Socialist-Communist alliance to power and put an end to the 20-year-old Gaullist state, the Government, by a combination of economic austerity and liberal reform, has been ordered to join battle. Peyrefitte takes over from the senior Gaullist in the old Cabinet, Olivier Guichard, fired in the massacre of party politicians ordered by the President.

ample of the French love of despairing of their own system, he is also the author of When China Awakes and a string of political and literary works. But he has had political experience too. He was De Gaulle's Information Minister and then Education Minister in the famous May student revolt in 1968. He has also held the Administrative Reform portfolio (no doubt providing material for his book) and the Cultural Affairs job beside being Gaullist secretary-general at the time of the 1973 General Election victory.

If Peyrefitte is well known, the 43-year-old Rene Monory is almost totally unknown though he is the only other complete newcomer to the Cabinet. A car and agricultural vehicle dealer by trade, his political biography is brief. Mayor of his home town of Loudun in central France, he is a member of the French Senate, As Vice-President of the Centrist CDC Party—which has lost its leading Cabinet light Jean Lecanuet—his appointment to the unglamorous Industry Ministry, where he replaces the hapless Michel d'Ornano, at least maintains the party balance in the Government.

Sussex newspaper advertisement: "Friendly person required to cook elderly lady, flat, five, evngs. wk."

MoneyReady

Ordinary Share account bring you these benefits 7.8% = 12% is

Advertisement for ALLIANCE BUILDING SOCIETY. Includes text: 'Let's get together the Alliance and you', 'Assets exceed £1,000 million', and a form for account details.

Handwritten Arabic text at the bottom of the page.

FINANCIAL TIMES SURVEY

Thursday March 31 1977

J.P. [Signature]

Insurance Broking

The past year has been one of progress for insurance broking on two counts. There has been a substantial improvement in profits throughout the sector, and big steps forward have been made in defining standards of conduct.

THE PAST 12 months have been a remarkably eventful year for the insurance broking industry in Britain. At last it would appear that the moves to co-ordinate and regulate what has been an un-ordinated profession are about to be brought to fruition.

The development of insurance broking over the years has been completely haphazard, with no real control either by the public or by the profession itself. Up to now, anyone could take the title of insurance broker, without any check of qualifications, expertise, experience, financial soundness or professional ethics. There was no central professional body to discipline the industry.

The insurance broker has in fact four professional associations representing him—Lloyd's Insurance Brokers' Association, Corporation of Insurance Brokers, the Association of Insurance Brokers and the Institution of Insurance Brokers. Each has its own standards, but the broker is not required to join any of these institutions—unless he wants to do business at Lloyd's. The city of brokers, especially small operators, do not go to any of these bodies. It is estimated that there are about 9,000 organisations operating under the name, but less than 4,000 at present belong to any of these associations.

A surprising factor about the industry is that it has worked well. Lloyd's brokers have performed to a high standard in trade, but the small trading in the High Street and large offered a good service to the public. The proportion of complaints has been minimal in relation to the amount of business transacted by brokers.

But there was an undoubted need to tidy up the whole question of how insurance is sold and by whom. Some operators trading under the insurance broking banner had started to use high pressure selling techniques on the back of the wave of aggressive selling of the new life companies. In no manner could these brokers be regarded as independent. There was as much disquiet among other brokers over this situation as with the authorities.

One major problem is that the public have difficulty in understanding precisely what an insurance broker is and what services he provides. An impression has grown up that above all a broker is impartial in the advice he gives, completely independent in the placing of the insurance and helpful in the settlement of claims. It is the aim of associations and their codes of conduct to foster this impartiality, but the public do not really know this. The recent financial troubles of a few life companies showed that some brokers were placing more emphasis on commission to the detriment of security.

Regulation

So it came as no surprise to the four broking organisations when in May, 1975, they were approached by Mr. Peter Shore, the Secretary of State for Trade, asking them for their views on regulation and subsequently to produce a scheme for the self-regulation of the industry. Above all he wanted the role of insurance broker defined and identified by the public. It was a natural consequence to the Government's stricter control of insurance companies to ensure a good deal for the public. Evidently the Government and the Department of Trade were not even sure what an insurance broker was.

This approach galvanised the broking organisations into action. One immediate result was the formation of one body to represent all insurance

companies to ensure a good deal for the public. Evidently the Government and the Department of Trade were not even sure what an insurance broker was.

This approach galvanised the broking organisations into action. One immediate result was the formation of one body to represent all insurance

companies to ensure a good deal for the public. Evidently the Government and the Department of Trade were not even sure what an insurance broker was.

This approach galvanised the broking organisations into action. One immediate result was the formation of one body to represent all insurance

companies to ensure a good deal for the public. Evidently the Government and the Department of Trade were not even sure what an insurance broker was.

This approach galvanised the broking organisations into action. One immediate result was the formation of one body to represent all insurance

An eventful year

By Eric Short

brokers. Originally called the British Insurance Brokers' Council, it recently became the British Insurance Brokers' Association (BIBA), with Mr. Francis Perkins, chairman of Hogg Robinson, as its chairman. The consequence of this move is that at last the industry can speak with one voice to Government, civil servants, insurance companies and other professional bodies and present its views. Its influence on insurance and other legislation should be enhanced.

The other result has been to produce a consultative document, published in November 1976, setting out a proposed system of self-regulation. These proposals have been embodied in a Private Member's Bill—the Insurance Brokers' (Regis-

tration) Bill—now going through Parliament with Government support. The regulation requirements are discussed elsewhere in this survey, but in effect all persons wishing to trade as insurance brokers will have to register. To get registered they will have to show evidence of some degree of expertise, they will not be able to run their business on a shoe-string and will have to abide by a code of conduct.

But above all insurance brokers will have to have sufficient insurance to cover errors and omissions and there will be established a compensation fund that would reimburse clients that would a broker go insolvent. So the public will not suffer if a broker gets into financial trouble and a broker will be able to pay out for professional mistakes without bankrupting himself.

In the normal course of events, however, consumers are more likely to lose money from a bad or incomplete advice, rather than from a broker going insolvent. Selling a life policy that cannot be used for house purchase or a householder's policy that excludes damage to boundary walls are examples.

The consultative document finally advises on claims if and when they arise. This is not a one-off exercise but should be an ongoing operation as needs change with time and circumstances. But in all cases independence and integrity are essential whatever the size of the contract. The regulations endeavour to ensure that all insurance brokers possess these two qualities in addition to expertise.

However, there are very big differences between the operations of the first two types and the individual broker. The insurance requirements of a large company have to be tailored into a comprehensive and flexible bill is essential in designing the package. The end-result will be the task of a Registration Council, the majority of whose members including the

chairman being appointed by the BIBA. Brokers will have to accept the code of conduct as a condition for registration. Failure to conform to the code, or to any other registration condition, will result in disciplinary action by the Council. Indeed this is the only sure way to maintain high professional standards and the discipline including the ultimate one of expulsion must be made public. The BIBA must issue guidelines to brokers on conduct in fairness to the brokers, the public and the BIBA itself.

Approach

Finally, the public need telling what dealing with a registered insurance broker will in future mean—what brokers can do for them and what the service involves. For example, the broker can get a good with profits contract for his client; it is virtually impossible to get the best since only time will show which contract was the best. The public may hold the broker professionally responsible if a life company cuts its bonus rate. It would have been better had the BIBA distinguished between life and non-life business—each has a different approach.

The brokers in their document came down in favour of remuneration by commission for their services. This is a very tricky question and one that needs airing to public. The temptation to sell products that maximise commission will always be present; the alternatives are remuneration by fee or a rigid commission system administered centrally and each has its drawbacks. Perhaps the BIBA will get down to this task.

The Insurance Broker we'd all like to see is now a great deal nearer.

Last year, the four major insurance broking organisations led a piece of broking history by setting up the British Insurance Brokers' Council, now the British Insurance Brokers' Association.

Our immediate concern was to look at the problem of self-regulation of brokers. We're glad to report that progress so far has been good.

Bill in the making

Proposals submitted to the Government in a consultative document in August last year have already been embodied in a Private Member's Bill.

At time of going to press, the Bill has had an unopposed second reading in the Commons, and gained Government support. So it shouldn't be long before everyone who wants to call self "insurance broker" will need to satisfy an officially-

established Registration Committee that he is experienced, financially stable, and willing to observe a professional Code of Conduct.

In the words of our consultative document, he will have to pursue "the principles of utmost good faith and integrity in a manner consistent with the good reputation of the insurance industry."

The Broker's contribution

As everyone agrees, it's only right that the public should receive high standards of specialist and independent advice from qualified, responsible brokers.

It's important that the bona fide broker is given support and encouragement too.

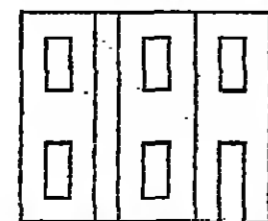
Brokers produce about 50% of the U.K. domestic insurance premium income in any one year.

And, particularly important to all of us right now, they play an absolutely crucial part in attracting overseas business to this country.

In 1975, for instance, brokers were responsible for placing 80% of the £2 billion in overseas premiums handled in Britain.

So it makes good sense that there should be a representative voice for this important industry, able to speak for it with Government, the insurance industry, other trade bodies and the general public.

And that is the function of the B.I.B.A.



THE BRITISH INSURANCE BROKERS' ASSOCIATION
Fountain House, 130 Fenchurch Street, London EC3M 5DJ.
Telephone: 01-623 7378.

Who does your doctor call on to remove your appendix?

In all probability it'll be a surgeon, with proven specialist skills and experience.

Apply the same principle to your insurance—call in a company with the specialist skills and experience to deal with special situations.

CIA's job is to provide risk management for your exports and overseas interests.

Some of the risks are plain to see. Others are less obvious because they may depend upon the trading customs of your overseas buyers and the type of contract they want you to sign.

We are the largest credit insurance brokers, placing business through E.C.G.D. and the private insurance market. We are also closely involved in the development of overseas investment insurance, and specialists in identifying and insuring any unusual contractual risks.

If you've got export or overseas interests you want to protect, get in touch with the insurance specialists in the field.



A CREDIT TO BIG BUSINESS

Contact: R. E. Granger, A. H. Oscroft, or N. A. Allington
The Credit Insurance Association Ltd., 9-13 Crutched Friars,
London EC3N 2JS. Telephone: 01-709 0575. Telex: 887746



International insurance and reinsurance brokers

Lloyds Chambers, 9/13 Crutched Friars,
London EC3N 2JS Tel 01-709 0575

INSURANCE BROKING II

Profession seeks its own watchdog

THIS IS the age of consumer protection. The mood of recent Governments has been to endeavour to ensure that the consumer gets a fair deal every time he buys or is sold a product or service. *Coopet empitor*—let the buyer beware—no longer applies. Since many MPs really do believe that Utopia can be brought about if only the appropriate legislation is enacted, the attempts to provide a fair deal for consumers have resulted in a mass of complex, confusing and often unworkable legislation.

But nothing deters the present generation of legislators and it was only a matter of time before they turned their attention to the selling of insurance. However, in this case there is ample justification for their interest, because there is no ordered pattern in the methods by which insurance is sold.

Anyone can call himself an insurance broker. It is hard to differentiate between those operating independently and those tied to one or more insurance companies. It is a sector of marketing in which the fringe operators can have a field day and it is greatly to the credit of the vast majority selling insurance that there has been comparatively few cases of criminal dishonesty.

Fortunately the Government has given the insurance broking profession the opportunity to sort itself out, one that it has taken with both hands. In May, 1975, Mr. Peter Shore, then Secretary of State for Trade, invited the four principal insurance bodies to put forward proposals for the identification and supervision of insurance brokers. In particular he wanted it made clear how the public could distinguish between an insurance broker offering disinterested advice and an agent acting for a particular insurance company.

After months of consultation the four broking organisations produced a consultative document setting out in detail proposals for the regulation of insurance brokers. The theme is that the brokers would regulate themselves with outside help and these proposals have been incorporated in a private member's Bill—the Insurance Brokers (Registration) Bill—sponsored by Mr. John Page.

The Government has given its approval to the Bill and is in favour of self-regulation. The Green Paper on Insurance Intermediaries frankly stated that the Government did not possess sufficient trained personnel to operate a system of Government controls and was prepared to give self-regulation a chance in the market.

The British Insurance Brokers Association, formed out of the four existing associations, has taken the EEC definition of an insurance broker, though the public certainly would not recognise this person from the flowery description. But basically it is a person or persons acting with complete freedom on behalf of clients in all aspects of insurance from giving advice to handling the claims, and not tied to any particular insurer.

Prudent

In general members of the public have an incomplete knowledge of insurance, both in general. The adage that insurance is "sold not bought" may be old, but it is still true. So when they consult a broker they are very much in his hands and rely very much on his good faith. Thus brokers have to be honest men who know what they are talking about and also run their business in a prudent manner. The aim of the self-regulation proposals is to ensure that insurance brokers are men of that kind.

The Bill proposes to achieve this by making all who wish to operate under the title of insurance broker to register as such with a specifically appointed Insurance Brokers Registration Council. Operating without registration would incur penalties and the Bill proposes to put cover titles similar to insurance broker, such as assurance broker, registration would only be granted provided the person concerned had the necessary technical competence, expertise and ran his business in a sound

financial manner and conformed to a code of conduct. By this means the public will know that when they consult someone using the expression insurance broker they are dealing with a professional conforming to certain professional standards. These standards are by no means onerous. The BIBA has not gone out to clobber the small man and put him out of business, as has been suggested in some quarters.

For instance, in assessing technical competence, the brokers are not seeking a bogus-type qualification. The Bill leaves the qualification requirement to the brokers and the consultative document referred to in the Charter of Insurance Institutions—a good but not an onerous standard. Similarly, only three years' practical experience with a broker or with two or more insurance companies is sought. The professional qualification can be bypassed if the person has five years' experience.

The Bill specifies that the broker has to have adequate working capital, that his assets exceed liabilities by an adequate margin and that he submits regular audited accounts. But this is just normal business prudence. The capital level is likely to be £1,000—adequate for the one-man operation.

But what the Bill does lay down regarding financial soundness is that the broker should not place so much business with one particular insurance company as to become unduly dependent on that company. The aim presumably is to demonstrate independence, but it will need to be interpreted with care. A small broker who places a large proportion of his life insurance business with a leading mutual cover titles similar to insurance broker, such as assurance broker, registration would only be granted provided the person concerned had the necessary technical competence, expertise and ran his business in a sound

profession cover. The level of insurance are only human best will in the later, mistakes financial loss at variance to the insurance will not be reimbursed by the broker. There is also a possibility of a fund, with the losses caused by a broker, so does not lose such an event.

So far so good. The Bill proposes high standards of ethics? It empowers the Council to grant the right up a code of conduct. A broker has to be before he should be. He could be punished as a member of the Government that all insurance be controlled. However, these designed appear.

The Bill does code, but the element laid down of integrity have in a manner of good reputation industry. That of conduct in a

Will these doubts have to be whether a broker is independent, does not charge is impossible to fully aware of spectrum of fair or have. The really complex time will tell. Works a Government the only alternative.

Life business falls away

ALTHOUGH no up-to-date information is available, the broking fraternity sounds convinced that its proportion of the life business has been gradually falling away over the past couple of years. While the proportion of life business handled by insurance brokers was around 35 per cent two years ago, it is now probably under 30 per cent. At least that is the impression that the major brokers have and indeed the top six brokers have shed around a tenth of their life business staff, and have seen some of their competitors disappear. Of course it may be that the smaller specialised brokers are actually increasing their market share but by and large the brokers are losing ground.

There are several reasons for this trend. First is the drift of wealth away from the middle classes, the traditional clients for brokers. The relatively higher wage of manual and industrial workers has evidently made for a downward shift in new life business which is being picked up by the insurance companies' direct sales forces. In that environment it is hardly surprising that the personal financial planning service offered by brokers is less in demand.

But the real point for the brokers over the past year has been the changes in the commission rates offered by the life companies. For some time the Life Offices Association has been striving for brokers' remuneration to be fixed against premiums rather than the sum assured. Originally it was hoped to have a new formula on the go by mid-summer, but having been postponed last June because further time was required to consider special problems which arose in relation to longer term policies the new commission rates finally took effect from October 1 last year.

One of the main complaints levelled at the industry is that investors are suffering from being sold the wrong type of policy and losing out when they surrender, simply because the intermediary selling the policy is solely concerned with getting the maximum amount of commission for himself. It is hoped the new commission rules will do away with such abuses.

The commission rate as from last October agreed by those members of the Life Offices Association and the Associated Scottish Life Offices is as follows: the main changes apply to whole-life and endowment assurances where the initial commission is 2½ per cent for each year of the premium payable term up to a maximum of 60 per cent of the first year's premium. However, opposition from two leading companies—Friends Provident and Sun Life—over this maximum figure has led to the option of an additional amount of commission on whole-life business.

Now on whole-life policies, which are contracts where the policy is paid on the death of the investor, a further 30 per cent can be paid in the second year bringing the total up to 90 per cent. If the option is taken no renewal commission will be paid after 20 years. Meanwhile, for temporary assurances there is a choice of commissions, but single premium policies pay 3½ per cent of the premium and immediate and deferred annuities are on the basis of 2 per cent of the purchase price.

All this compares with the 22 per cent of the sum assured paid under the old rules. Though the new maximum of 60 or 90 per cent may still seem a lot it is in relation to perhaps 300 per cent payable under the old scheme in some cases.

But of course the commission structure, as described above, applies only to members of the association. Equity and Law is the one major reputable office outside the LOA which springs to mind that will be offering commissions to brokers in excess of those laid down by the LOA. These could be up to 40 per cent more and payable all in the first year. The fear is that these policies will be oversold, though the company probably has a firm grip on the brokers handling its business, and anyway only about 5 per cent of life business is handled by offices outside the LOA.

Perhaps of more concern are those companies inside the LOA which are exempt from the rules. Little was made of this feature when the new commissions were announced. The whole idea of immediately granting exemptions seems rather illogical when designing a rigid structure to offer a better service to the consumer. Apparently the LOA is prepared to allow small life companies to pay higher commissions if the size of the business and market share justify it, and the company, because of its small size, cannot operate within the existing commission rates. Admittedly applications have to be considered by all the members at monthly meetings and approved by all before being granted, but somehow this seems to go outside of the spirit of the whole concept.

because the unaware what offering high which might mediary's advice. What will income? Very the comments groups but for created broker be very different one can foresee who have come the investor, a further 30 per cent can be paid in the second year bringing the total up to 90 per cent. If the option is taken no renewal commission will be paid after 20 years. Meanwhile, for temporary assurances there is a choice of commissions, but single premium policies pay 3½ per cent of the premium and immediate and deferred annuities are on the basis of 2 per cent of the purchase price.

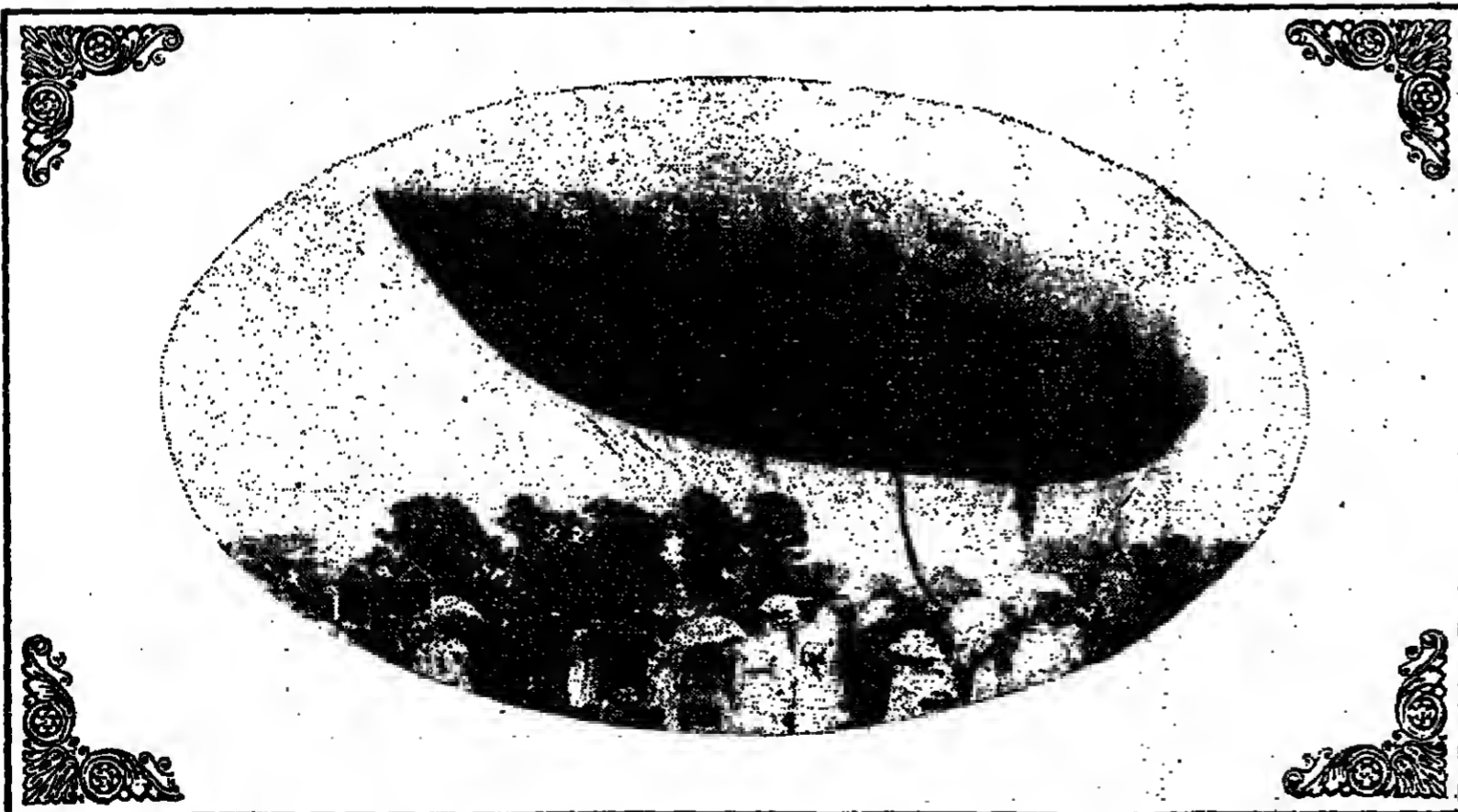
It will prob for the small m After all, with commission, a hardly offered advice to the take up a policy the brokers ma for consultation not taken out.

Meanwhile T add that while consultants better out of because they a heavier premi consultant may long run there difficulty in blood to the brood Sea Trailer

Still, the structure is at attempt to help straight advice he done about had advice? In part the next from the British Insurati on which overall standa stability and c is going along with the whim a broker could be registered at his right to insurance book possibi are any being brokers down their one can point advice after the broker is it. Only time is good or brokers are the same thing, consultant can himself a broker posed. Legisla know, that it someone worki ral code of c

the capacity of Saudi Arabia Dollar oper tractors is

1902...



Maiden flight of the first British Airship.

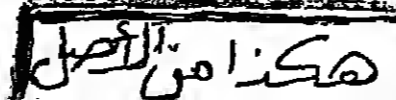
In the same year Thos. R. Miller & Son (Insurance) was founded. After seventy-five years we offer an exceptional level of experience and personal attention in a wide range of specialised services.

Each service is managed by an independent company within the Group, thus combining the advantages of individual attention with corporate strength.



Thos. R. Miller & Son (Insurance)

14/20 St. Mary Axe, London, EC3A 8HT Telephone 01-283 1212 Telex 888905



J.P. [Signature]

Big profits boost shares

SPERITY IS scarcely a value of international revenue phenomenon new to the insurance broking sector, but there seldom if ever have been a like 1976 when just about everything went right for the London-based international insurance brokers. A few examples will give the picture. Howden Group ed profits up 70 per cent. 18.4m., admittedly with the acquisition, while Wick Forbes reported an increase of 62 per cent. to 1m. and Bland Payne, the Bank subsidiary, produced a 77 per cent. jump to 2m.

There are now ten major insurance brokers among the listing of Willis and Dumas on the stock exchange last year. On average profits—not all have yet been consolidated—of more than 50 per cent. This performance has led to consolidation of the sector as one of its best performing—in terms of share price gains over long term—on the whole market.

The sector quite the way that it used to be. The capitalisation of insurance brokers' shares is now well over £300m., and although the yields on a number of the reduce their attraction to investors, several companies have been able to alleviate this in over the past year or so through rights issues which have been accompanied by hefty increases. As a recent issue, moreover, Willis retains freedom from dividend restriction for the first time.

Insurance brokers are a breed in their ability to breed consistent growth and expand—and even benefit from economic problems. They push aside, for instance, the impact of inflation, since brokerage revenue tends to be in step with insurable high interest rates re-warded to their advantage, for old large cash balances. In recent years the weakness of sterling has tended to their profits as the

in property (some very fancy headquarters buildings have been put up) but property developments now seem to figure less prominently in spending plans. How have the insurance brokers managed to increase their profits by such a wide margin over the past year? Stockbrokers Kitcat and Aitken, leading specialists in the sector, have produced estimates which underline how the growth rate of brokerage revenue has recently been running ahead of the rate of increase of costs.

Kitcat reckons that on average brokerage could have increased by some 40 per cent. in 1976, which of course reflects a significant real volume increase over and above the effects of inflation and sterling depreciation. Meanwhile expenses, largely in sterling, were held to a 31 per cent. rise, helped by pay restraint (although the insurance brokers complain that staff poaching in this boom sector is pushing up labour costs quite fast). The overall rise in broking profits, on the Kitcat model, is 68 per cent., which is however reduced to 52 per cent. at group level, mainly because of rather lower growth in investment income.

For 1977 the prospects are, not surprisingly, rather less outstanding. C. T. Bowring, for instance, has commented that 1976 "must be regarded as exceptional." Its insurance broking profits rose by two-thirds to £17.1m. last year. Nevertheless Kitcat has been revising his 1977 expectations upwards in recent weeks as evidence accumulates that the insurance brokers still have growth points even though the sterling exchange rate may no longer be working in their favour.

Brokerage revenue in sterling terms could still be rising at just under 30 per cent. in 1977 compared with 1976. Costs may grow slightly less rapidly than last year, at maybe 25 per cent., leaving a still healthy gap, and suggesting a 40 per cent. increase in broking profit. At the group pre-tax level this could emerge as 30 per cent. growth on average.

In recent months the performance of insurance brokers' shares has tended to reflect fast, while medium-term trends in sterling, the sector being a favourite hedge against devaluation. Thus the sector index was strong relative to the equity market as a whole throughout most of 1976, but turned sharply weaker in relative terms when share prices generally rallied rapidly in the last couple of months of the year. By then of course the downturn of sterling had been reversed.

Insurance brokers' shares continued to be weak until the end of January, but since then they have recovered thanks to the impact of the results season and the realisation that the earnings multiples could drop quite fast, while medium-term prospects are still good. Overall, the FT Actuaries sector index for insurance brokers has outperformed the market by about 71 per cent. over the past average annual relative strength achieved by the sector index since it was first separately calculated a little less than 10 years ago.

Analysts like those at Kitcat see no reason why the insurance brokers should not continue to perform well. Yields are about a percentage point below the equity market average, but price-earnings ratios are not particularly high when adjusted for prospective growth.

It is possible, of course, that the Government might switch to a higher exchange rate policy, which would not suit the brokers. And one minor worry is that some groups are getting so large that it may not be easy to prevent some of their top executives splitting off, particularly because U.K. pay restraint can create severe anomalies in this internationally mobile industry. But the top insurance broking groups exude confidence about the volumes of business they are generating.

Barry Riley

ten points lower than the 1975 figure shown in the table. Howden is the largest of the U.K. insurance brokers. It overtook the lead in 1976 through two substantial acquisitions, Halford Shead, and Morrice Tozer & Beck. The company also has an interest in direct underwriting through its Sphere and Draka subsidiaries. In 1976 Howden's profits rose sharply in line with those for all U.K.-based brokers, with the London market doing very nicely out of the capacity problems in New York, and gaining usefully in sterling terms out of the decline in the value of the pound.

In Howden's case profits rose by roughly a third to £18.4m. pre-tax. It has been estimated that the contribution of the direct insurance operations in the U.K. was about £3.1m. with the underwriting side overseas bringing in something like £1.1m.: the Bermudian company was responsible for most of this total. This Bermudian holding company, through which most of Howden's overseas profits are channelled, complicates the group's financial structure. In contrast, the overseas trading links of the other major brokers are relatively straightforward.

Outside the U.K., North America is still the largest market for insurance brokers. C. E. Heath and Minet—two of the more "pure" brokers—are involved in the U.S. on a very large scale. Most companies have considerable links, informal and formal, with major brokers on the other side of the Atlantic.

The fifth largest quoted insurance brokers in the U.S., Fred S. James controls roughly a third of Minet's overseas

Jeffrey Brown

	TURNOVER IN 1975 (per cent. shares of total)			
	North America			
	U.K.	U.S.	Canada	Other
C. T. Bowring	*50	*35		*15
C. E. Heath	26	37	9	28
Hagg Robinson	74		1	25
Alexander Howden	43	34	3	20
Leslie and Godwin	*60		*40	
Matthews Wrightson	36		40	24
Minet	20		80	
Sedgwick Forbes	34	24		42
Willis Faber	44	29		27

* Estimate. Source: Rowe and Pitman.

International operations

IF THERE IS one truly inter-fused in the old Commonwealth, it is most wealth, but the Continent, the Middle East and Latin America (the accompanying are now major contributors to the pool of brokerage that the world market has become floods annually into this country).

Clients
Sedgwick Forbes is as good an example as any of the way the leading brokers have built up their international operations. There are clients of Sedgwick in over 85 countries. The group has over 60 offices throughout the world where its own subsidiaries or associated companies are located—in South Africa, Australia, New Zealand and Canada as well as Western Europe, the Middle East and South-East Asia.

In countries where Sedgwick is not directly represented it operates through local insurance brokers or companies with which there has been a long established association. In

the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

established association. In

the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

established association. In

the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

established association. In

the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

established association. In

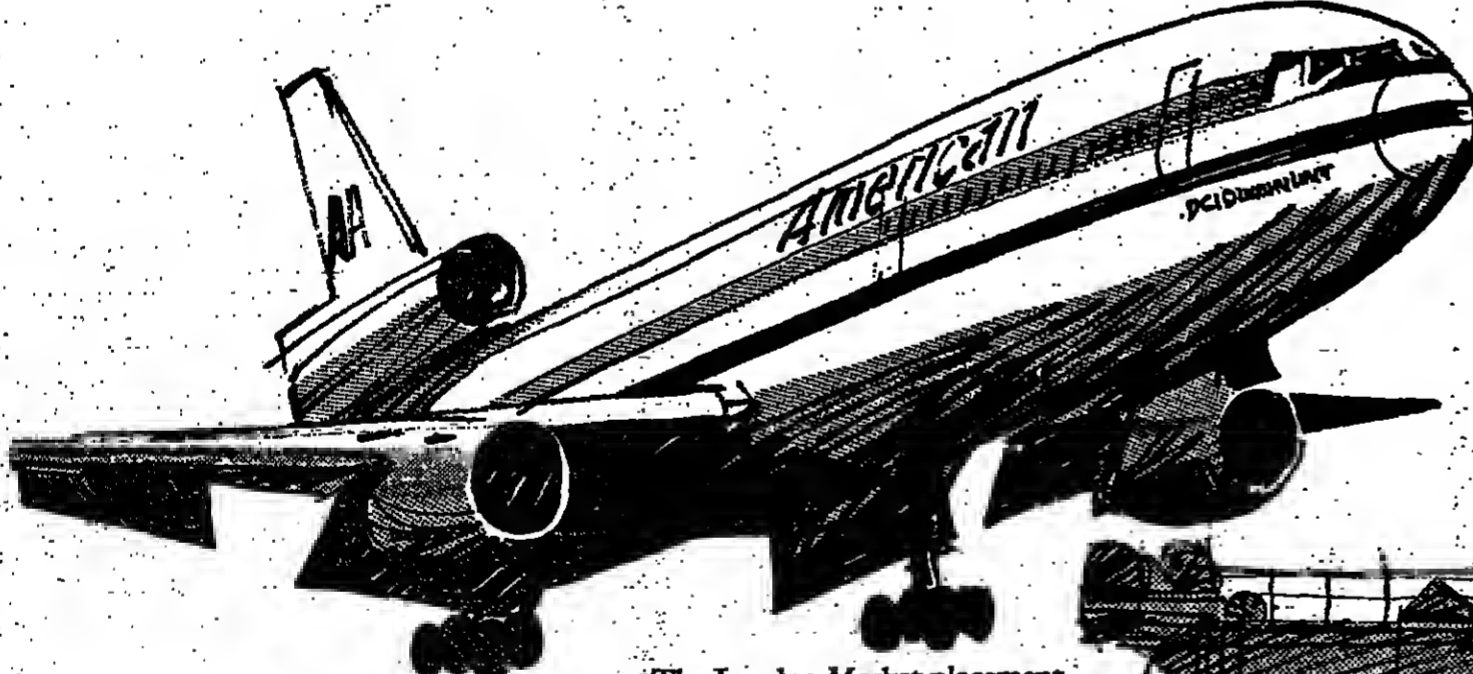
the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

established association. In

the flow of overseas insurance business comes into London through two distinct channels. There is the natural demand for an underwriting market like Lloyd's, which is a world leader in almost every kind of risk. And there is the way the overseas offshoots of the leading U.K. companies have grown rapidly in recent years. Initially these latter were to be

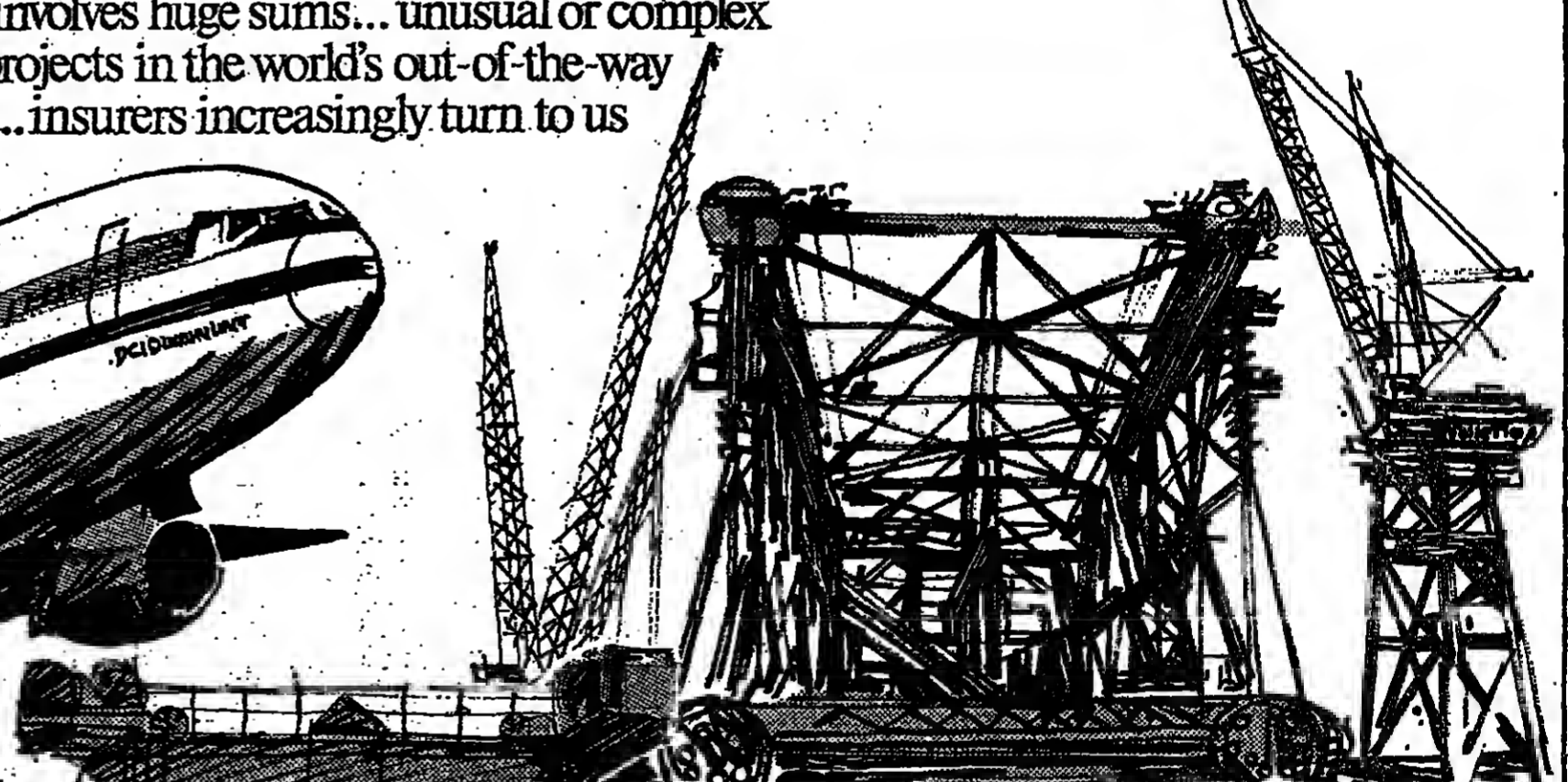
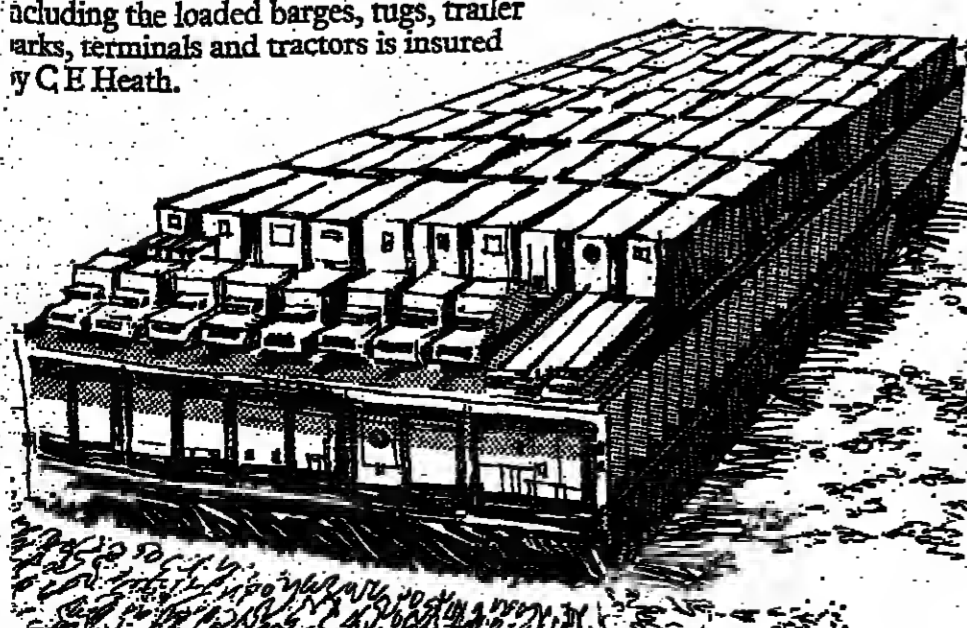
Insurance by C. E. Heath

When cover involves huge sums... unusual or complex risks... projects in the world's out-of-the-way places... insurers increasingly turn to us



The London Market placement for American Airlines Inc. is arranged by C E Heath for Alexander & Alexander of New York.

This new Euro-Arab Sea Trailer Line triple deck barge has a capacity of 266 2-metre trailers and is one of two plying between Europe and Saudi Arabia. This entire 50,000,000 US Dollar operation including the loaded barges, tugs, trailer parks, terminals and tractors is insured by C E Heath.



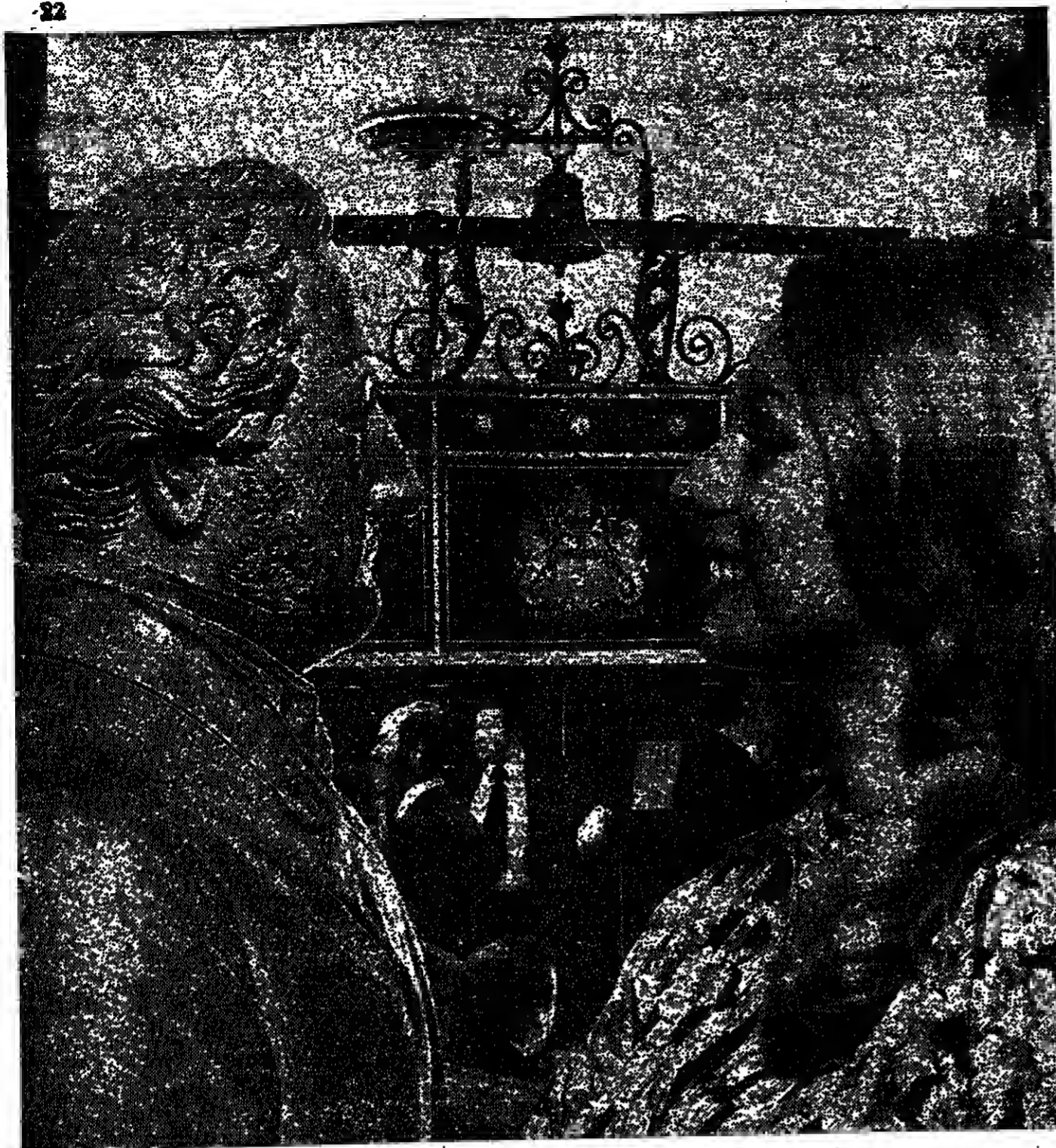
World's largest off-shore platform - the Thistle A project. We were chosen by the contractors, Laing Offshore, to insure the site; the dock gates; certain equipment used in the construction of the platform including the specially adapted cranes and their transportation and erection; plus the overall liability for Laing Offshore in their capacity as contractors.

These C E Heath successes and many others are the result of our experience and proven integrity dating back over nearly a century of operation. But perhaps the deciding factor is that we can handle both claims and changing insurance needs immediately through our on-the-site service. We should be delighted to talk to you about the way our services can help you. Just telephone us and we can set up a meeting with one of our Directors who specialises in your particular insurance needs:



C. E. Heath & Co Ltd

Cathbert Heath House 151/154 Minorics, London EC3N 1NR
Tel: 01-488 2488 Telex: 885280 888088 and at Lloyd's.



From one Bain Dawes broker to another...

A century and a half separates John Poole, one of our earliest brokers, from Louise Me-Agher, one of our latest.

In that time the size of the insurance industry has increased many times over and Bain Dawes has become a worldwide group with half its business from overseas.

What hasn't changed, though, is the Bain Dawes tradition. The life-styles of Mr. Poole and Louise may be very different, but he would recognise in her the same

professional approach and the same concern to get the best possible deal for our clients.

Our brokers change: our broking doesn't.

Bain Dawes

26 Fenchurch Street, London EC3M 3DR.
Telephone: 01-283 4611 Telex: 888143
A member of the Inchcape Group

A worldwide insurance broking service

Size means nothing without service.

If size were everything in the insurance broking business, we could easily leave the impressive international scale of our operations to speak for itself.

Lowndes Lambert Group has over fifty overseas subsidiaries, affiliates and representative offices operating in every quarter of the globe, with a further 30 offices in the UK.

Between them they offer almost a century of accumulated experience in arranging insurance protection for marine, aviation, construction, oil and energy, and industrial and commercial

enterprises the world over.

Despite this wide scope, however, we prefer to believe that service, rather than sheer size, is the secret of our success.

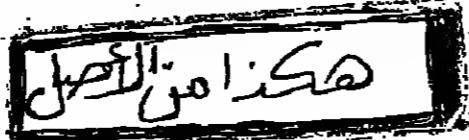
Our size does mean that we can handle the largest and most difficult risks. But our service means that we handle them efficiently, economically and swiftly, with a detailed understanding of local conditions and requirements.

In short, by consulting Lowndes Lambert Group, our clients enjoy the best of both worlds.

Lowndes Lambert Group

Lowndes Lambert Group Ltd.
International Insurance & Reinsurance Brokers and Employee Benefits Consultants.
Headquarters: 53 Eastcheap, London EC3P 3HL. Telephone 01-283 2000
and at Lloyd's

A member of the Hill Samuel Group



Lloyd's adapts to market needs

THE ENTIRE premium income of underwriters at Lloyd's, 75 per cent of which is from overseas, reaches them through the syndicates, hoping for 250 or so firms of Lloyd's brokers. While the giant broking firms in the U.K. are Lloyd's brokers, the Committee of Lloyd's is anxious that brokers of all sizes, provided they meet its strict requirements, should be able to place business at Lloyd's. After all, there are many classes of business which are attractive to a small firm set on expansion, but which could be looked upon as being more trouble than they are worth to a large international firm of brokers.

Sometimes claims have been made on behalf of brokers about their share of the massive contribution to the balance of payments made by the U.K. insurance industry. The estimated invisible earnings for 1975 were £158m. from insurance companies, £190m. from Lloyd's, and £104m. from insurance brokers. While it is true, of course, that all business reaching Lloyd's (and much overseas business written by companies in the U.K.) comes through brokers, the latter are essentially salesmen and intermediaries. It is underwriters who accept the risks, and brokers are dependent on the innovation and flexibility which are one of the hallmarks of the Lloyd's market, and which are taken up by many of the companies with which Lloyd's brokers place business.

It is partly because of this willingness to look at the unusual, and to tailor policies to specific needs, that the high reputation of Lloyd's in the world is out of all proportion to the percentage of world premium income actually written in the market. The interdependence between brokers and underwriters in the Lloyd's market can bring close co-operation in many ways. Brokers, however, do not let themselves be influenced in their negotiating with underwriters by the fact that many of them are "names" on the syndicates, hoping for an underwriting profit which, in common with their earnings as brokers, will count for tax purposes as earned income.

Life is seldom easy for a broker. Currently, there is very keen competition internationally for both marine and aviation business. This is because there is over-capacity in the world market, including the Lloyd's sector. The London market, with its years of experience of international business, considers that many risks are being written at uneconomic premiums. Underwriters are often prepared to let the business go elsewhere rather than write it at rates which they consider will result in underwriting losses.

Different

For brokers the position in the non-marine market is entirely different. Here there is a flow of business back to London, plus in many cases business which has not previously been written in London. Much of this business comes from the U.S., where some domestic insurers have been reducing their commitments. The practical effect of this swing back to London has been to put a severe strain on the capacity of the non-marine market at Lloyd's.

To maintain security, there is a limit on the premium income which may be written by each member; this is expressed as a multiple of the member's deposits. Traditionally, underwriters at Lloyd's have written business within their permitted premium limits, believing that underwriting profit should be their goal, and only profitable premium is worth writing. Nevertheless, the margin between premium limits and actual premium income has shrunk, and, for some classes of business, there has been a distinct shortage of capacity.

As a result, some non-marine underwriters would have liked to have been able to write considerably more on risks shown by brokers—both in terms of lines and additional risks. Premium income restrictions, therefore, have meant that some underwriters have had to turn away business which they would otherwise have been anxious to write.

This year there has been some amelioration of the position, since 2,251 new members began underwriting at the beginning of the year, increasing the capacity of the Lloyd's market as a whole by about 25 per cent. The number of members has increased from about 6,000 in 1971 to 10,730 at the beginning of the year. During that period, premium capacity has doubled to a current estimated figure of £1.25bn. Since that figure is net of permitted reinsurance and of brokerage and commission, in company terms it could well be the equivalent of £2bn.

If applications for membership during 1977 continue at the current pace there could be as many as 5,000 candidates for membership, who could start underwriting in 1978. Increases in capacity of this order will be welcomed by many non-marine underwriters, but this raises problems for underwriting agencies, many of which are owned by broking firms, since it is customary for a member to join syndicates in more than one market. But Lloyd's has written business over-capacity in the marine and aviation markets is unlikely to be absorbed until there is an upturn in world trade, and some of the more cut-throat competition in the world market withdraws with burnt fingers.

Reputation

Underwriters at Lloyd's have gained the reputation of a substantial international business proportion of written premium. Many underwriters, however, have been more U.K. business, since this helps to large volume of business on the books.

In the past one of the reasons for the success of Lloyd's has been the ability of its members to administer their business on a traditional basis, but in recent years, however, a significant increase in motor business, for instance, has led to a system whereby Lloyd's brokers in the country can deal on a basis direct with clients at Lloyd's, without the need for a local agent.

Fresh demands on pension services

EMPLOYERS have not much time left to make up their minds concerning what to do about pension provision for their employees. The new State pension scheme, as embodied in the Social Security Pensions Act 1975, introduces a comprehensive earnings-related pension scheme scheduled to start in April 1978. Employers have to decide how to fit their own pension arrangements into this new system, in particular whether to stay in the State scheme or to contract-out and provide the bulk of the pension through a company scheme.

The provisions of this Act, and its accompanying regulations, are so complex that even intelligent laymen find difficulty in understanding them. The financial terms for contracting-out are finely balanced and detailed calculations are needed if an appraisal of the situation is to be made. Gone are the days when it was straightforward to set up a company pension scheme. The decisions that have to be taken by top company executives require detailed advice and guidance from pension experts.

The work load of the pension consultants has been steadily building up as a result of the 1975 Act. Employers are now approaching their advisers for information to enable them to reach a decision. And most employers have left it to the last minute, though to be fair they have had more pressing problems to deal with.

But for months consultants have been emphasising that they cannot make a blanket recommendation whether to contract-out or stay in, as could be done with previous schemes. Each case has to be considered on its merits and it takes time to present the pros and cons of contracting-out. The other feature is that the consultant can only present the relevant points to consider. The employer has to make the decision and it cannot be delegated back to the consultant.

In many cases the first task of the consultant has been to explain exactly how the new State scheme will operate and how company pension schemes will fit into the new framework. All consultants have by now produced their booklets, setting out these details. But explaining to large numbers of employees needs a personal approach and many consultants have decided that some form of visual presentation—film or continuous slide—with commentary is a better method of getting the facts over to large or even not so large audiences.

Noble Lowndes, a member of the Hill Samuel Group, was the first in this field, using specialists in visual presentation

CONTINUED ON NEXT PAGE

"I bear a charmed life...."

(Macbeth, WILLIAM SHAKESPEARE 1564-1616)



Self-confidence is all very well, but it can be misplaced. And, although Lady Macbeth was quite capable of looking after herself, all families or enterprises are as fortunate. Your confidence will be well-placed in Schroder Life Group because we offer a wide range of flexible insurance and investment programmes to protect your family, your business and your capital.

Total Life Group assets including the 'holders' funds are in excess of £34,000,000; total sums assured in force currently exceed £140,000,000.

The issued capital of Schroder Life is £4.5m by Schroders Limited, a public company whose shares are quoted on the London Stock Exchange and whose interests cover financial services in 18 countries. The main subsidiary, J. Henry Schroder Waggs & Limited, is one of the City of London's most respected merchant banks and is responsible for the Schroder Life Group's investment management.

Speak to your insurance adviser or get in touch direct with—

Schroder Life Group

Enterprise House, Leamwood Road, Portsmouth.
Telephone: 0405-27733
Member of the Life Office Association

J.P. ...

Providing export cover

FOR SOME considerable time it has been recognised by industry and Government that Britain's performance in major export markets has been progressively eroded by inflation, lack of capital in industry and other factors. As these projects become more and more valuable, the anxiety has grown. In other major industrial countries, there have been attempts to improve and in some cases a completely reorganised system of credit insurance has been introduced. This is an increasingly complicated task in any export effort. But when faced with multi-million pound contracts, often secured on a turnkey basis, the insurance burden has become immense. Many companies are now being asked to undertake the larger contracts single-handed, and the threat of international litigation to meet the demand for further export insurance. The British Export Credit Guarantee Department has developed a range of services, which are continually being updated to meet changing conditions in these markets. However, despite general agreement with ECGD's perception, there remains concern within industry on cost and potential failures of ventures. As these are the most pressing problems faced by contractors, a number of committees and in the U.K. have recently been looking at these and other issues. These include the liability under a bank guarantee to the bank or ECGD, and the costs due to technical differences between consor-

partners in different lines. It has been suggested that one way of overcoming these problems is to create special "units" in particular bids, which has been attempted in a measure by the Enterprise Board, but the notable success. Here Government, hopefully on a

contract price has occurred because of the NEP's understandable insistence on a commercial return on its capital invested while yet contributing none of the substance of the contract. This approach has also come in for some criticism from major U.K. contractors, mainly on the grounds that any large bidding vehicle is likely to be bureaucratic and cumbersome in an industry which requires swift decisions and action. But it is widely acknowledged that some source of capital must be made available. The two traditional sources of this capital, Government and industry, are now less able to fill the gap than previously and there is a consequent move towards the private insurance market. The question now being cautiously examined is whether the market is willing to get involved and whether it has the capacity to do so.

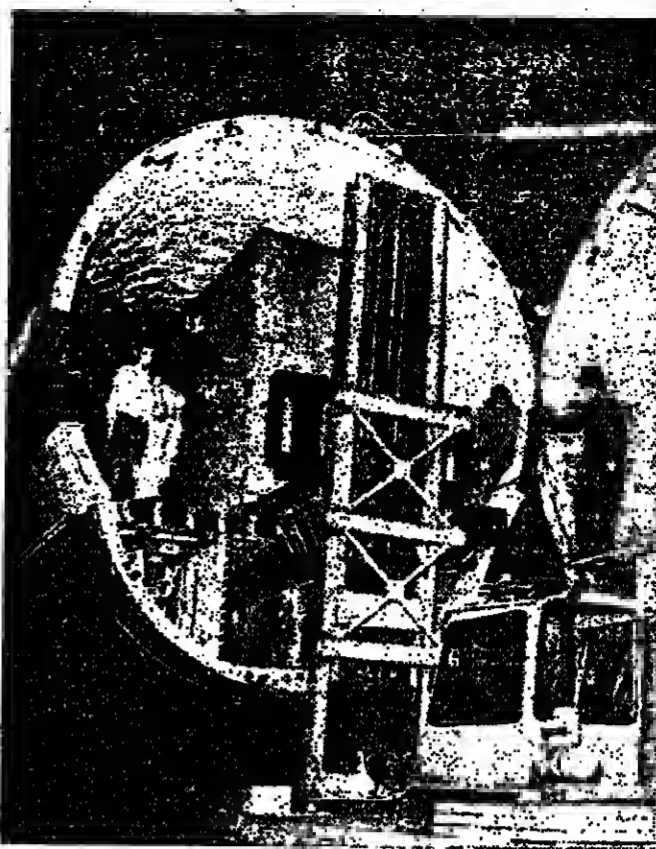
Eligible
At present the market provides a service through the brokers who are eligible to receive commission from the Export Credit Guarantee Department. These companies are highly specialised and handle a high percentage of ECGD's total business. They have been to a large extent the sales arm of the department as well as advisers to their clients on how best facilities can be obtained from ECGD, since broking in the traditional sense of finding the cheapest and best market is not relevant where there is essentially only one market. But because of the problems of major British exporters, and the demand for facilities better than those available from the private market and ECGD, some brokers such as the Credit Insurance Association have been active with a number of Government organisations in trying to bring together facilities that are available and in particular to encourage the development of a private insurance market by the Government, hopefully on a

temporary basis so that new cover can be provided. A typical example is the contractor or joint venture following the failure of a subcontractor or delays in manufacture, which can prejudice the whole of the main contract. Much of this work and negotiations with ECGD for longer terms of credit arrangements is done on a fee basis in a similar way to the services provided by the merchant banks. The brokers, however, see themselves playing a complementary role rather than in competition with the banks in providing specialist facilities such as buyer credits. But assuming that the private market does not become involved in a broader sense, it is possible that within the European Economic Community sales between member countries will not be eligible for export credit insurance from Government departments since they may be regarded as domestic sales. It would follow, therefore, that the potential for the domestic credit underwriters is a growing one. Such a development would necessarily be a slow one, as the potential risks in dealing with some members of the EEC would cause problems and the extension of underwriting knowledge in the additional markets would have to be carefully accumulated. When this does occur, however, the special credit insurance brokers, most of whom are rather more active in the field of domestic credit insurance than export, are likely to have an important role to play in development and broking services. Since Britain has one of the most sophisticated export credit systems in the world, the leading brokers have been able to use this expertise to develop a private insurance market based primarily at Lloyd's for the insurance of political risk, and to use their expertise in contract analysis and provide insurance for international bonds, because the contractors companies which may not be able to obtain the cover required from their own export credit scheme.

For example, in the U.S., Eximbank and FCIA, the equivalent to ECGD cover, does not provide cover on most export contracts to Eastern Europe countries. Equally, many companies exporting equipment are now eligible for the Swiss export credit scheme ERG, since the proportion of goods manufactured in Switzerland is too low. As a result of this kind of difficulty, some specialist U.K. brokers such as the Credit Insurance Association have developed considerable business from correspondent brokers. This development follows the well-established practice for general insurance, whereby leading Lloyd's brokers have set up overseas branches in order to service the local subsidiaries of their British clients. As a result they have set up offices in a number of overseas markets and are making a growing contribution to the invisible exports of the insurance broking industry by operating in about 20 different countries all of whose exporters are faced by the same problem, particularly in relation to jumbo contracts in the Middle East. A more radical approach to the general problems could come in the form of a pooling system, involving the surety companies, the insurance companies and banks. The need for such a system would be necessitated by the large amounts at risk, and its advantage would be the greater ease in arranging Government support for a pool involving the entire market rather than individual companies.

Drawback
One drawback of such a system would be that the cost to the contractor may be high at first, because the private market would need to build up reserves of premium to offset future liabilities. In addition, the contract analysis and charge more than usual for insurance for international bonds, because the contractors companies which may not be able to obtain the cover required from their own export credit scheme.

A key element would of course be the reinsurance by ECGD, which may result in an element of subsidy in early years. But it is felt in some quarters that this form of Government support would be more acceptable than the present direct intervention by ECGD in, for example, the cost escalation scheme. But if the banking and insurance markets were to pool their resources to enable contractors to reduce their contingency margins, there would no doubt be pressure on the contractors to pool their own resources similarly and establish one or more suitable vehicles to act as main contractor. The major contractors, many of whom remain opposed in principle to the concept, are therefore the key element in the adoption of such a scheme.



A 23-tonne shipment of Marconi broadcasting equipment—part of a £1.5m. order from the Nigerian Broadcasting Corporation—being flown out by IM. Airchartering.

of managed funds run by life companies and the overall effect of the investment mix given by these companies.

Companies are slowly adopting the view that their responsibilities do not necessarily end when they pay the pension or hand over the cheque to the widow. Financial advice is needed by the employee about to retire on whether he should commute part of his pension and if he does how should he use the money. The widow of an employee needs guidance on how to use the lump sum death benefit. Many women leave the financial decisions entirely to their husbands.

The consultants are now providing this individual advice service if requested by the individual concerned, with the company meeting the costs of this service. Sedgwick Forbes has a team that is prepared to discuss the problems in the individual's own home with other members of the family. The employer will find that it is money well spent. Other consultants are becoming active in this area especially the bigger brokers with financial planning divisions already in operation.

Nothing stands still and these days, more attention is being given to the overall benefit package of which pensions is just one very important aspect. The consultants are now providing employee benefit consultation services covering such items as permanent health schemes, hospital schemes and even dealing with house purchase schemes for employees.

Finally, the Society of Pension Consultants, which comprises the insurance broking companies offering pension consultancy services, is now one of the main pillars of the pensions industry. It puts forward the views of its members to the Government and Government departments on many pensions subjects and its views are regularly sought by the Government. Recent years have been busy ones for the Society and the coming years are likely to be just as busy with more legislation in the pipeline. The Society can take credit along with the other main representatives of the pension industry in ensuring that the proposed working partnership between State and occupational schemes is going to be more than mere words and that the defects in the Government's original proposals have been removed.

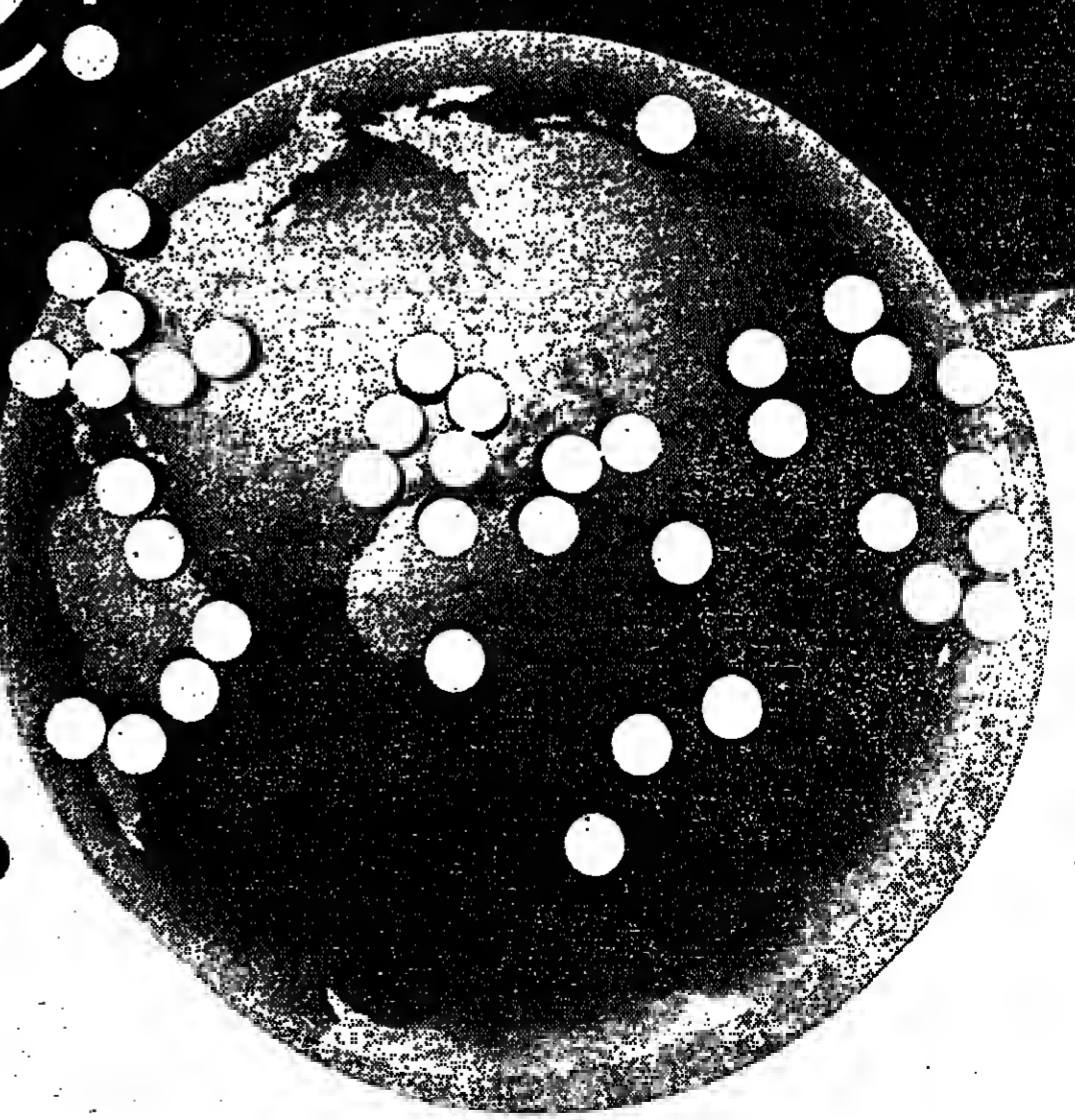
Eric Short

Pension

CONTINUED FROM PREVIOUS PAGE

to prepare the continuous slides or film. The product has been available for some time and there has been a steady demand for hire of the presentation. This consultancy has also been to the fore in the preparation of films for clients that explain the company's own particular pension scheme. Other pension consultants have entered this field with their own version of visual presentation to explain the new State scheme. Most viewings take at least 20 minutes—a reflection of the complexities of the scheme and the need to explain certain important features very carefully. Indeed the most dramatic growth in the pensions field has been not only in providing comprehensive and adequate pension benefits, but in communicating the scheme and its benefits to employees. No longer can employers adopt a paternalistic attitude over pensions. Such provision is now looked on as a right of employees. But until recently employers did very little to communicate those rights to the employees concerned. But all this is changing and most employers are looking to their pension consultants to handle the communications problem. The use of computers means that regular benefit statements can be provided to employees. The consultants are now producing annual reports on the progress of the pension funds in a simple form that members can understand, as well as providing explanatory booklets describing the scheme. Leading consultants such as Noble Lowndes, Sedgwick Forbes, Willis Faber and Leslie and Godwin have devoted a lot of time and research in producing such reports and booklets and the end-product looks good. The Government's proposals for automatic benefit statements and the provision of more information for scheme members should accelerate this demand on consultants. Conditions never remain the same, so pension schemes need periodic review to ensure that the amount of money going into the fund by way of contributions and investment income is sufficient to meet the ultimate liabilities of the fund—pension payments, death-in-service payments and so on. The consultants have not got themselves involved in investment management of the assets, although they would normally recommend the investment manager, but employers look to the consultants to monitor the investment performance. This would usually be done on an annual basis when the whole pension scheme would be reviewed. The consultant would attend meetings with the investment manager and the trustees and discuss past performance and future strategy. After all, the success of running a pension scheme depends ultimately on the investment performance. Willis Faber goes even further and produces a regular review

Where in the world are Bland Payne?



Everywhere.

Bland Payne International Insurance and Reinsurance Brokers
Bland Payne Holdings Limited, Sackville House, 143/152 Fenchurch Street, London EC3M 6BN telephone 01-623 8080

INSURANCE BROKING VI

Slow progress in the EEC

AS SOME ONE who writes on the EEC are proportionately EEC insurance matters about low in relation to those from twice a year and has a odding the rest of the world. A recent acquaintance with the subject, I believe from the Department of Trade on the subject said that developments over the course of any year are of the "Catch 22" variety.

First of all, proposed directives always seem to be at an intermediate stage of development, the usual feature being that they are bogged down in the European Parliament with either the French or the Germans blocking their progress.

In these circumstances, U.K. officials and experts usually depict the U.K. industry in the role of a knight in shining armour campaigning for the right cause of freedom. But they are aware of the animosity which statements can provoke if openly expressed and urge the need for "responsible" comment.

The second "Catch 22" feature is that a simple directive, even if it sees the light of day, is usually at best only half of the story. The rest is that the respective countries must not drag their heels in putting through the required legislation to give the directive full effect. A further aspect is that many directives are interdependent.

Desired

What this means is that it is very difficult to give straight answers to questions such as "if the proposed changes come about will a U.K. insurance broker be able to do business in Germany with a German client, putting any business obtained through a U.K. insurance company?" As one expert in the British Insurance Brokers Association put it: "I do not expect to see the full benefits of the changes which are now being introduced reflected in my own lifetime. These will be something for my children to enjoy." A very laudable attitude, but more immediate progress is heartily desired by the U.K. as evidenced by the recent U.K. insurance "initiative" in the EEC.

This was as a result of the concern of the British Government and the U.K. insurance industry at the lack of progress. U.K. insurers' earnings from

and can prove that they are of good repute.

There are a number of extraneous details but the basis of the "experience" qualification is that the broker should prove that he has been four consecutive years in an independent or managerial capacity or has worked for comparable periods of time in insurance undertakings and/or can prove professional qualifications. The key to all this is a certificate of experience which in the case of the U.K. will be issued by the Department of Trade, Certificate of Experience Unit, Europe, Industry and Technology Division, 1, Victoria Street, London SW1. Telephone number 01-215 7877.

Blessing

Remembering the "Catch 22" nature of insurance directives does this mean that U.K. insurance brokers will want when they go into Europe? The answer is "not quite," but the intermediaries service directive has the blessing of the U.K. insurance industry and is regarded as a directive which "will stand in its own right". The reason for this is that the market for British insurance brokers is already very international and it is very important, especially for the big brokers, to be able to go to countries like Germany and to offer services in the local market. The directive has also provided a framework for laying down registration requirements for the U.K. insurance industry—previously something which was very much lacking.

Christie



Wherever in the world you need insurance, Minet is the card to play. With our network of subsidiaries and associates we provide insurance and reinsurance broking services covering every type of domestic, industrial and commercial risk for both private and corporate clients in over 100 countries. The world scope of the problems

and challenges we tackle keeps us well in the forefront of new ideas and techniques. And behind everything we do stands a high reputation for professional efficiency and service. The first ever Queen's Award made in the field of insurance broking services was won by Minet. Minet Holdings Limited, Minet House, 66 Prescot Street, London E1 8BU.

The name that's recognised for insurance around the world

HAVE YOU SHARED IN OUR £52 MILLION BONUS?

We've just announced our highest triennial bonus rates ever, on every one of our with-profits policies.

So, if you're one of our with-profits policyholders, you've just had a tidy sum added permanently to your policy.

If you're not, we're sorry you're not. You see, we're a mutual Life Office, so it's our policyholders who share the profits. And we've been making money grow for nearly 150 years now.

It's that experience and our investment expertise which enables us to announce these record bonuses, to maintain our place amongst leading Life Offices providing protection and growth of investment. And to give our policyholders the returns illustrated in the following table.

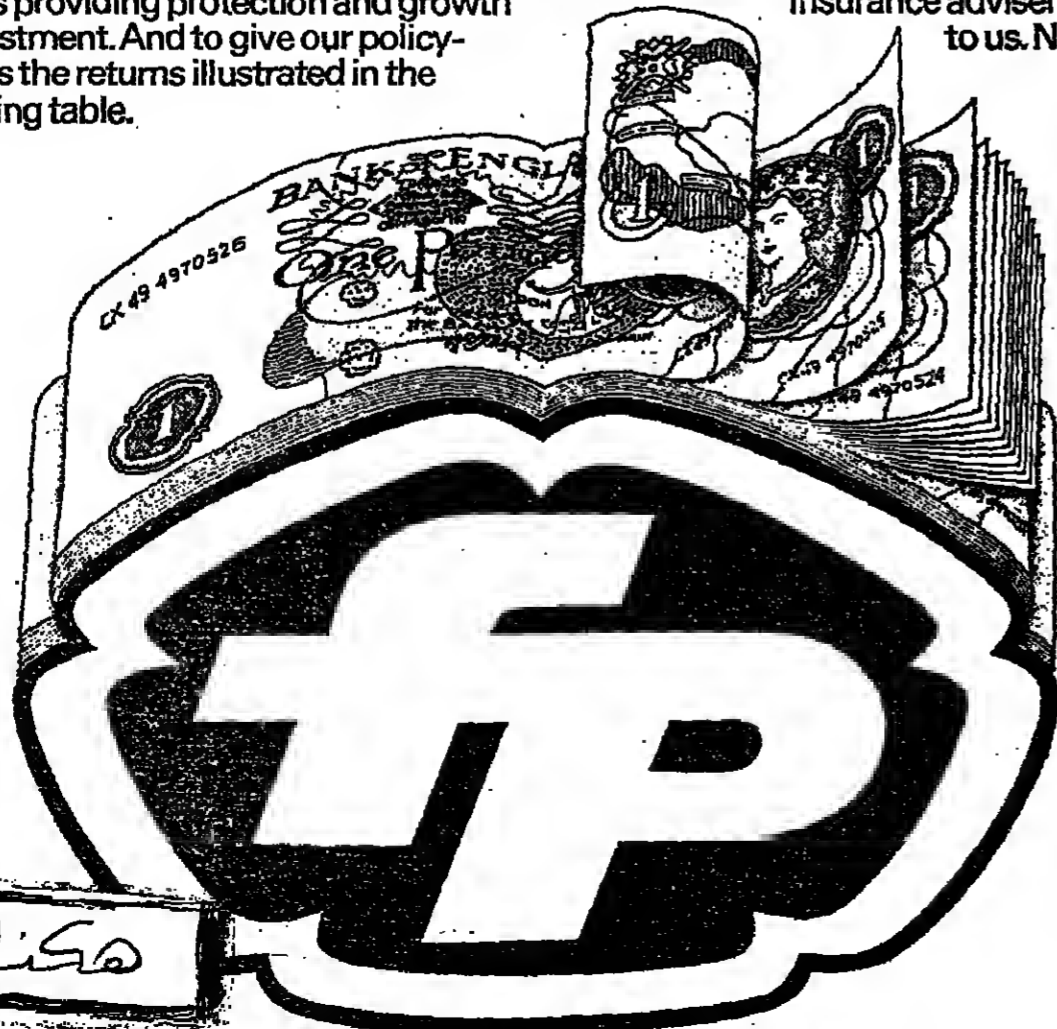
EXAMPLES OF RESULTS ACHIEVED BY FRIENDS' POLICYHOLDERS

Policy effected in January	Total premiums paid after tax relief	Amount paid out in January 1977
1967	£957	£1559
1962	£891	£1855
1957	£862	£2188
1952	£863	£2552

These figures are based on a policy, due to mature in January 1977, taken out by a man aged 28 next birthday who obtained full tax relief on the premiums. The original sum assured was £1,000.

It also shows that you've chosen a most profitable form of savings or investment, a Friends' Provident with-profits policy. Or wished you had.

Now that we've shown you how well we protect money, find out how we can protect your family too. Contact your insurance adviser or write to us. Now.



FRIENDS' PROVIDENT LIFE OFFICE

DORKING, SURREY RH4 1QA, AND 24 BRANCH OFFICES. FOUNDED 1832 - INCORPORATED BY SPECIAL ACT OF PARLIAMENT - SUMS ASSURED EXCEED £1600M.

Scrutinising the risks

THE TERM risk management does not pay to be too greedy provokes different reactions from different people. Some accept it as a valuable management concept—others as a lect premium is without foundation. He would probably add technique that has existed in insurance broking circles for years. What is certain is that the responsibility for the insurance cover and the risk exposure of larger corporations has shifted away from being nearly a legal or administrative chore to being very much a money game in the face of inflation and the trend (at least in the past) towards larger industrial units accompanied by commensurate increases in premiums and risk.

Thus, whereas the job of examining risk and cover has historically been the area of the company secretary or the insurance buyer—that is, where these duties have not been attached to the same person—it is now more likely to come under the scrutiny of the finance director or the main Board.

Some insurance broking firms—such as Balo Dawes or C. T. Bowring—have seen fit to set up subsidiary risk management consultancies. Others have remained unmoved, arguing vehemently that they do not see the need for the creation of a new glossy subsidiary merely to perform the same tasks as they have been doing for years.

But there does seem to be a direct conflict between the various approaches. For example it would be fair to say that the orthodox insurance broker's interest is in generating commission on premiums paid. Equally fundamentally, the risk management consultant charges a fee to return for a study which attacks the risk first and only insures them what is left and is classed as unacceptable risk.

Both sides are critical of the other. For example, the average seasoned insurance broker would argue that it would not be possible to push premiums up continually without some backlash from the client in the form of either a complaint or withdrawal of business. So clearly

Insurance and Reinsurance Brokers

The Thompson Graham Group of Companies

Thompson Graham (Reinsurance Brokers)
Thompson Graham (Insurance Services)

GREIG FESTER I

Specialist Reinsurance Brokers

Regis House, 43/46, King William Street
London EC4R 9AD

Associated Offices

Greig Fester (Australia) Pty Ltd.
Greig Fester (South Africa) (Pty) Ltd., Johannesburg

Antony Gibbs, Sag

International Insurance Brokers & Co.

St. Clare House,
30/33 Minorities, London EC3
Telephone 01-588 4111
Telex 883397

and

Standard House,
Bonhill Street, London EC2
Telephone 01-588 4111
Telex 885588

JPY printed

Expertise in reinsurance

MOST PEOPLE appreciate the need for insurance when it is explained to them and the financial consequences of a disaster pointed out, even if any of them do nothing about subsequently. Their philosophy generally takes the form of it cannot happen to them, it if catastrophe does strike, individuals and their families are usually the only ones to suffer financial hardship. With insurers, however, the position is very different.

Insurers cannot afford to neglect risks of such a size that disaster strikes, they can into severe financial difficulties. The security of the policyholders would be into jeopardy. It is essential therefore that insurers carefully control the amount of risk they carry themselves. This applies not only to individual risks, but to the whole of the portfolio.

Layman's terms, reinsurance is not putting too many eggs in one basket. The serious natural disasters that hit Britain in 1974 would have

collectively rendered the British insurance industry concerned are sufficiently developed financially to justify such establishments and before they have the necessary pool of expertise. These companies have to seek the reinsurance of a large proportion of the business taken on their books.

These are just two dominant factors being put forward for regarding reinsurance as being the major growth area of the future in the British insurance industry. Several leading figures in the U.K. insurance industry have emphasised this fact and it was the theme of Mr. Julius Neave, general manager of Mercantile and General Reinsurance Company, in his presidential address to the Chartered Insurance Institute. The big risks are being spread throughout the world insurance markets and the recently formed local insurance industries are looking to London for reinsurance facilities, whereas previously London would be writing the direct

national insurance industries often before the countries concerned are sufficiently developed financially to justify such establishments and before they have the necessary pool of expertise. These companies have to seek the reinsurance of a large proportion of the business taken on their books.

These are just two dominant factors being put forward for regarding reinsurance as being the major growth area of the future in the British insurance industry. Several leading figures in the U.K. insurance industry have emphasised this fact and it was the theme of Mr. Julius Neave, general manager of Mercantile and General Reinsurance Company, in his presidential address to the Chartered Insurance Institute. The big risks are being spread throughout the world insurance markets and the recently formed local insurance industries are looking to London for reinsurance facilities, whereas previously London would be writing the direct

In such circumstances U.K. reinsurance brokers, specialising entirely in reinsurance, have a vital role to play in future development. Reinsurance is placed across national frontiers much more than is direct insurance. It is a role that very much needs the expert who knows intimately all the world insurance centres. The reinsurer underwriter does not normally go actively looking for business. It comes to him either direct from an insurer or now with growing frequency through a reinsurance broker.

In this respect U.K. reinsurance brokers are ideally placed to handle this growing volume of business. They are based right at the heart of one of the world's major insurance markets, London, but they also deal with all the other world centres and thus have the international experience so necessary to operate in the reinsurance market. Insurers often do not have this expertise and they would need the services of a broker if they wanted to place any reinsurance at Lloyd's.

There are several methods of deciding how much of the risk is to be retained by the insurer and how much is to be reinsured. The subject is highly technical and as such has developed its own language that means very little to the outsider. Expressions such as excess loss, treaty, facultative, proportionate and non-proportionate each describe a certain type of method of reinsurance.

But basically these are just methods of ensuring that the insurer never carries in his portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

The reinsurance broker is the specialist in arranging such treaties and in dealing with their renewal. He can advise insurers on retention levels, on the terms for reinsurance and in negotiating with reinsurers throughout the world for participation in the treaties. The reinsurers will automatically accept the risk from the insurer above a certain limit with a minimum of formality and administration.

Such arrangements are essential if the insurer is to be freed to get on with his business of underwriting direct risks placed before him without having to worry overmuch about getting the necessary reinsurance. It keeps the wheels which operate the insurance industry well oiled. The insurer does not want to waste a lot of time in seeking repetitive reinsurance facilities.

The position is somewhat different with the bigger and more selective risks. Here reinsurance takes the form of a one-off exercise. The insurer has to decide how much of the portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

Exposure

In the present age the growth of scientific and technological development has resulted in values of projects rising dramatically. This is the age of the jumbo risk, both absolutely and as an overall proportion of the total premium income. Insurers are having to face a greater degree of exposure both with risks that they already understand and also with new risks about which they only have scanty knowledge and experience and of subsequent loss trends. This growth and uncertainty makes it even more essential for risks to be spread throughout the world insurance markets.

The other phenomenon affecting insurance is the growth in world-wide nationalism, very much manifest in the emerging countries. This is resulting in the establishment of local and

Dealings with the public

CONSUMER leans very heavily on the expertise of the insurance broker. Insurance is, all, a very complex subject where there are numerous facts to fit most needs. Understandably, the general public's knowledge of what insurance is, how to take it, and when to take it, is somewhat limited. Insurance brokers have a definite responsibility and a positive role in the world of insurance.

The smaller dedicated broker, however, will probably be willing to satisfy the needs of the client in all the aspects of insurance including claims, despite the fact that the commission rate may be minimal. The attitude is more long-term, the idea being that a satisfied customer will bring in other business both for himself and by reputation.

But here the broker would probably have a sound background in the field of insurance accumulated over a number of years. It is the unskilled outsider that gives the industry a bad image. It is a known fact that anybody can start up a business and call themselves a broker. Expertise here is bound to be lacking and this in turn leads to the major falling of the damage being done by these irresponsible

entail a fair amount of paper subject to a maximum of six years or 60 per cent, but no renewal commissions will be paid.

The Life Offices Association felt that this scale of charges would lead to a more impartial service and, additionally, that there would be no increase in the cost of the insurance or any cut in the surrender value. While these new commission rates will improve the fees on the short-term policy at the expense of the long-term policies, which in turn could result to a significant switch to the more favourable end, they must be seen as a useful step in the right direction.

There are several methods of deciding how much of the risk is to be retained by the insurer and how much is to be reinsured. The subject is highly technical and as such has developed its own language that means very little to the outsider. Expressions such as excess loss, treaty, facultative, proportionate and non-proportionate each describe a certain type of method of reinsurance.

But basically these are just methods of ensuring that the insurer never carries in his portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

Such arrangements are essential if the insurer is to be freed to get on with his business of underwriting direct risks placed before him without having to worry overmuch about getting the necessary reinsurance. It keeps the wheels which operate the insurance industry well oiled. The insurer does not want to waste a lot of time in seeking repetitive reinsurance facilities.

The position is somewhat different with the bigger and more selective risks. Here reinsurance takes the form of a one-off exercise. The insurer has to decide how much of the portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

Such arrangements are essential if the insurer is to be freed to get on with his business of underwriting direct risks placed before him without having to worry overmuch about getting the necessary reinsurance. It keeps the wheels which operate the insurance industry well oiled. The insurer does not want to waste a lot of time in seeking repetitive reinsurance facilities.

The position is somewhat different with the bigger and more selective risks. Here reinsurance takes the form of a one-off exercise. The insurer has to decide how much of the portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

Such arrangements are essential if the insurer is to be freed to get on with his business of underwriting direct risks placed before him without having to worry overmuch about getting the necessary reinsurance. It keeps the wheels which operate the insurance industry well oiled. The insurer does not want to waste a lot of time in seeking repetitive reinsurance facilities.

The position is somewhat different with the bigger and more selective risks. Here reinsurance takes the form of a one-off exercise. The insurer has to decide how much of the portfolio an overall risk greater than his capital base can support; he must always keep a watch on this level, otherwise he is putting his solvency in danger. Any amount over this limit should be reinsured and since business is continually changing, with some risks coming on the books and others going off, the insurer wants the reinsurance in relation to his overall portfolio to be an automatic process, with limits subject to periodic review as his capital base grows. This is done by treaty arrangements with various reinsurers.

Concern

The new regulation of insurance brokers will of course go much further in eliminating the areas of public concern. As the Consultative Document points out, any scheme for the regulation of insurance brokers must take due account of the causes of public concern. Some of the problems would be eliminated by the fact that only brokers that are able to maintain a proper standard of conduct and efficiency will be allowed to call themselves brokers.

If the standard of broking is improved, and under these measures this must surely be the case, then bad or incompetent advice will start to be eliminated. Legislation must also take effect in particular the relationship between the intermediary and insurer or the use of unauthorised insurers. Equally some policing of capital structures will overcome the problem of financial failure.

A rigid code of conduct, covering such areas as advice and terms of trade, has been included in the Consultative Document.

Clearly much has been done over the past year or so by the insurance brokers themselves to improve the standard of business with the general public. In the interests of the consumer the Association must be given every encouragement to ensure that the standards of conduct laid down in the document are maintained. After all, as it points out, "the essential requirement in the interests of the insurance industry as a whole is at the end of the day the insured should feel that he has been fairly treated."

These "outsiders" can easily convince the public that they have special qualities and a general awareness of the insurance market and its products, since the consumer is dependent on the advice and good faith of the broker. Lack of expertise could mean that the consumer is sold a more expensive policy which anyway may not even fit his needs. In some cases the broker may have certain links with one particular insurance company and this not only limits the range of products available but also means that the consumer is not getting the impartial service that is required.

A survey conducted by the Consumers Association a year or so ago showed quite clearly that the public was being sold the wrong type of policy. Out of 500 CA members two out of three sold a more expensive policy than they needed.

Since that survey the Life Offices Association has changed the system of commissions to overcome this problem of the consumer being sold a more expensive product. Since October last year commissions have been calculated on the annual premiums and not the sum assured. For endowment policies the companies are paying 25 per cent of the annual premiums with a maximum of 60 per cent of the first year's sum and up to 90 per cent for whole life. On a fixed term basis that need a lot of policy the insurers are paying out. This of course is 10 per cent of the premiums relevant in claims, which for each year of the policy

These "outsiders" can easily convince the public that they have special qualities and a general awareness of the insurance market and its products, since the consumer is dependent on the advice and good faith of the broker. Lack of expertise could mean that the consumer is sold a more expensive policy which anyway may not even fit his needs. In some cases the broker may have certain links with one particular insurance company and this not only limits the range of products available but also means that the consumer is not getting the impartial service that is required.

A survey conducted by the Consumers Association a year or so ago showed quite clearly that the public was being sold the wrong type of policy. Out of 500 CA members two out of three sold a more expensive policy than they needed.

Since that survey the Life Offices Association has changed the system of commissions to overcome this problem of the consumer being sold a more expensive product. Since October last year commissions have been calculated on the annual premiums and not the sum assured. For endowment policies the companies are paying 25 per cent of the annual premiums with a maximum of 60 per cent of the first year's sum and up to 90 per cent for whole life. On a fixed term basis that need a lot of policy the insurers are paying out. This of course is 10 per cent of the premiums relevant in claims, which for each year of the policy

These "outsiders" can easily convince the public that they have special qualities and a general awareness of the insurance market and its products, since the consumer is dependent on the advice and good faith of the broker. Lack of expertise could mean that the consumer is sold a more expensive policy which anyway may not even fit his needs. In some cases the broker may have certain links with one particular insurance company and this not only limits the range of products available but also means that the consumer is not getting the impartial service that is required.

A survey conducted by the Consumers Association a year or so ago showed quite clearly that the public was being sold the wrong type of policy. Out of 500 CA members two out of three sold a more expensive policy than they needed.

Since that survey the Life Offices Association has changed the system of commissions to overcome this problem of the consumer being sold a more expensive product. Since October last year commissions have been calculated on the annual premiums and not the sum assured. For endowment policies the companies are paying 25 per cent of the annual premiums with a maximum of 60 per cent of the first year's sum and up to 90 per cent for whole life. On a fixed term basis that need a lot of policy the insurers are paying out. This of course is 10 per cent of the premiums relevant in claims, which for each year of the policy

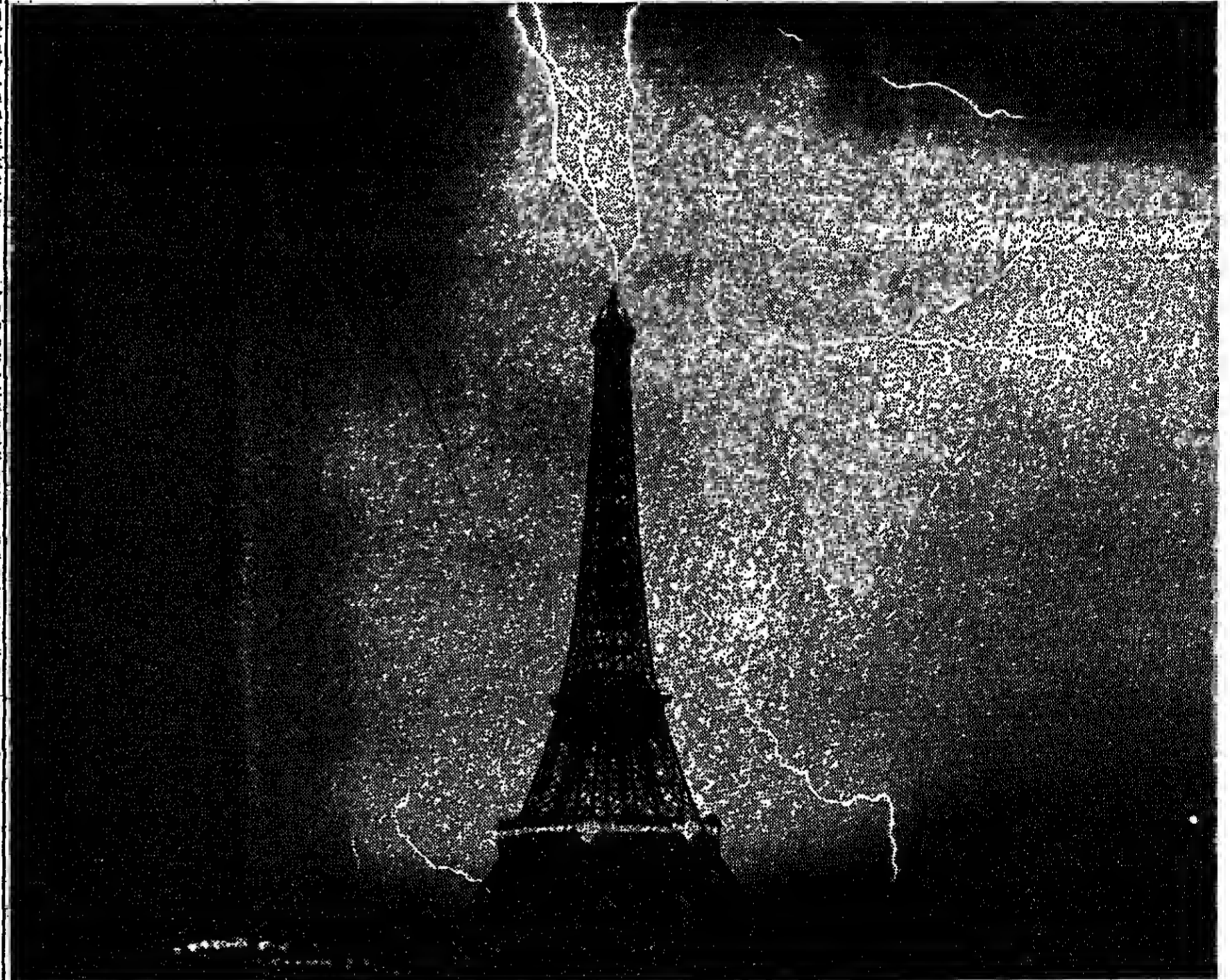
Eric Short

ROWBOTHAM (REINSURANCE) LTD.

INTERNATIONAL REINSURANCE BROKERS & MANAGERS

100 FENCHURCH STREET LONDON EC3 5LQ

Telephone: 01-480 6644 Telex: 888211



"Reinsurance? Alexander Howden Insurance Brokers handle all that."

The increasing scale of risks borne by insurance companies all over the world has meant an ever-growing demand for competent and inventive forms of reinsurance.

And as part of one of the largest broking organisations in London—at the very heart of the world's insurance market—the Non-Marine Reinsurance Division of AHIB is well qualified to help.

AHIB—a new name in the City—was formed by the amalgamation of four leading



broking houses offering a unique in-depth experience in all fields around the world.

This experience is backed by competitive broking skills and thoroughly professional administration and back-up services. If you think that your company's reinsurance programme could benefit from an expert reappraisal, you are invited to contact Alexander Howden Insurance Brokers for a preliminary discussion.



Alexander Howden Insurance Brokers Ltd.

(A member of the Alexander Howden Group of Companies)
 Alexander Howden & Swann • Sterling Offices and J. Arpel • Halford, Shead & Company • Morice Tozer & Beck
 Howden Cross Ltd. • Groves, John & Westrup Ltd. • Alexander Howden (Isle of Man) Ltd.
 HEAD OFFICE: Bankside House, 107-112 Leadenhall Street, London EC3A 4AL. Telephone: 01-283 3444. Telex No: 885786.

Unionamerica Insurance

Unionamerica Insurance with the other principal insurance interests of the Swett & Crawford Group is now a subsidiary of The Continental Corporation of New York. Its name and activities are unchanged.

Established in London in 1971, Unionamerica Insurance has a paid up capital of £2,000,000 and underwrites a predominantly excess of loss, casualty and property insurance and reinsurance account in the London market.

Unionamerica Insurance Company Limited
 3 Mincing Lane, London EC3

Telephone 01-823 4011
 Telex 866861

Small brokers' status

Institutional involvement

VIEWS from the outside the insurance broking field has always seemed to be remarkably confused, with several broking associations and a big rift between the "big" and "small" brokers. As most people know by now, there are no qualifications necessary for a potential insurance broker at the moment and, as the story goes, anyone can put a brass plate up and sell the whole spectrum of insurance—life assurance and affiliated products.

Because of this—and the troubles with life assurance products in 1974 and 1975—insurance broking has nothing like the standing of the legal or accountancy professions. Indeed the harsh view of an insurance broker is that he is a man who "independently" sells the product of the insurance company which pays the most commission.

But insurance brokers strongly resist this contention, saying that they do their best to give the client the advice which is in his best interests within the parameter that it is

difficult to charge the client a fee for independent advice. That insurance is sold not bought is part of the folklore of the U.K. insurance industry.

In this respect the rift between the "big" and "small" brokers is that the "big" do regard themselves as the real professionals and part of the City Establishment. After all, London is still the insurance capital of the world and the insurance brokers people tend to have heard of are the likes of Willis Faber and C. T. Bowring who conduct an international business. These would regard themselves as poles apart from the small broker in Cleethorpes or Brighton and would reckon they are capable of giving a more expert service within their own range of business.

Niche

But the big broker is mainly situated in London and would not pretend to be readily available to the ordinary man in the neighbourhood who goes seeking personal advice about his financial problems. This is where the "small" broker

probably does find his niche, in that he can afford to spend more time with the individual and his cost structures are more adapted to smaller business. But because of the lack of regulation for insurance brokers it is difficult for the individual to sort out the "good" broker from the "sharp practitioner" and this has been a growing source of concern for many.

It is also difficult to pinpoint exactly what a "small" broker is. The average view is that he is someone who is someone in the High Street next to the garage and the fish shop with a neon sign saying "all branches of insurance, etc." plus some yellowing posters for building societies and single premium bonds. However, a couple of "small" brokers I met recently certainly do not regard themselves as being in this category and reckon that the essential difference between themselves and the "big" brokers is that they do not have any international business. But they do employ a fair number of staff (up to 50) and operate on a county scale — one even

said that he had a fair amount of national business, having once had his offices in central London.

The scope of business of the small broker also varies considerably, for while one said that commercial and industrial business represented quite a large slice of his bread and butter (local companies needing insurance cover) the other reckoned that the major part of his business was in personal protection, with investment business and pensions forming the jam on the top.

Of course the main criticism of the small broker tends to be that he does not have the expertise—let alone the inclination—to keep abreast of developments in insurance and relies on a few well-worn sources in insurance companies to keep him up to the mark with information to feed the client. This is especially the case in life assurance, where the number of products has expanded greatly over the past decade and a considerable degree of tax knowledge is required in order to give the client the best possible deal in accordance with his circumstances.

This is why some people would like to see a firm differentiation between brokers allowed to sell general business and those licensed to give life assurance advice. Holland, for instance, is one country which already has an elaborate system of licensing along these lines but inevitably brokers in the U.K. are not keen on anything which might limit their freedom to transact all classes of business.

But what the two "small" brokers I spoke to did say was that they were careful not to get out of their depth with life assurance advice. They said what they mainly sold was "protection," which they fully understood, and they were prepared to leave anything complicated—such as investment, tax advice or school fees—to the specialist.

In this context they were very concerned that other specialists should not muscle in on their field and they felt that it would be a good thing if solicitors and accountants stuck to their own bastions and did not attempt to hog insurance business.

Where they felt most at home

in the field of the individual was that they could give him a personal service on his total insurance needs and both said that they could score over the big broker in this sphere. For example, on the complicated subject of home and contents insurance they could tell the individual what all the small print meant and what was best suited to his needs. Deal with a big broker and this usually means writing a letter and getting a brochure with a covering letter in reply. One broker said that much of his business was done in the evening as well as during office hours and he was fully prepared to go to a client's home and to explain everything by the fireside.

Quality

Whereas many small brokers are reputed to be less than keen on the Insurance Brokers (Registration) Bill, these two brokers felt that registration could only be of benefit to them because it would ensure that any member of the public knew that they were fully-fledged and experienced brokers. To qualify for registration brokers have to satisfy a time qualification to have adequate working capital, keep proper accounts and to have professional indemnity protection. Those who qualify go on a published register and there will be a disciplinary committee of the Insurance Brokers' Registration Council to adjudicate on any breaches of professional conduct. However, the only real teeth will be the ability to strike the offender off the register.

Derogation may not sound very much but it could do a lot of good to maintain standards once registration really gets into swing. Rather as with a good club, people will do a lot to avoid getting blackballed for misconduct. This is the essence of self-regulation and the climate is more receptive than once was the case. Perhaps the biggest change that has come over the "good" small broker in recent years is that he realises that there is more competition around (from the banks especially) and that to survive long-term the broking business needs to have a good name.

Christopher Hill

INSTITUTIONAL involvement in insurance broking has been highlighted in the last few months as seldom before. The main focus of public interest has been on the building societies, first because of the voluntary agreement worked out between the societies and the Office of Fair Trading, which had been plainly critical of some practices within the movement. Later there was further questioning of the principle of the societies passing on no benefit from their commissions, particularly where they would receive a rising income from index-linked contracts.

While these issues were getting a public airing, some of the best only to be expected when mortgage rates are at record levels, within the industry rumblings continued about the aggressive posture of clearing banks in the broking field. Some brokers see the banks as unfair competition, with strings attached to loans to ensure clients' insurance business goes through the banks. The banks maintain that any broking profits can be so minimal compared with banking income that charges of maximising broking profits are ridiculous. What they are aggressive about, they say, is improving their all-round financial service, with broking just one aspect of this.

The potential is certainly there. Barclays Insurance Services Company last year formed a subsidiary as a member of Lloyd's and Mr. R. Beacroft, a BISCO director, says that the company, after seven years, is "ready to make the big leap forward into big corporate business." The rewards, while minimal in relation to total bank profits, are fast growing, with BISCO profits aimed at £3m. this year against £150,000 last year.

So the institutional involvement in broking, concentrated in the building societies and banks, breaks down into two issues—the consumer's interest in relation to insurance tied to mortgages; and the broking industry's interest in competing with the banks.

On the consumer point, what the Office of Fair Trading said it had heard were many complaints about how some build-

ing societies had acted in connection with endowment mortgages and, in particular, about commission earned on the sale of life insurance policies.

The agreement reached between the OFT and the societies is that the societies should not expect to share in endowment commission when an applicant for a mortgage has arranged an endowment policy independently of, and before the mortgage application. Otherwise, sharing commissions is permissible.

Apart from insisting, as it is bound to do, on the principle of choice for the consumer, what the OFT was aiming at in these discussions with the BSA related to a "small" group of societies. There were undoubtedly some small societies with strong links with particular insurance companies and those companies tended to be those paying above-average commissions.

The larger societies could take the view that, in the words of Mr. Leonard Williams, chief general manager of the Nationwide Building Society, the consumer lobby "tends to assume that organisations like us are out to do the borrower," and that, on the question of offering choice, the lobbyists assume consumers know exactly what they want. To offer too wide a choice in insurance cover only leads to confusion.

Leverage

Mr. Williams argues that the societies can produce a service to borrowers which justifies keeping the full commission income. For instance, on house insurance the leverage a society with £500m. of total insurances with a company can apply is beneficial in settling claims (he quotes the subsidence claims of the past year as a particular point).

What is clear in this argument is that the societies bear quite heavy administrative costs in handling insurance, and that if they were to pass on some of the commission benefit to borrowers, then the income would have to be replaced some-

Quentin G

total income in 1976 would be "embarrassing," Mr. Williams.

Whether the consumer gains any further ground between the societies and the brokers has not yet been settled, following a furor caused by the Building Society's "in" of Masterplan. The far more clear-cut in the banks incursion, since the consumer rights is of major importance. On the positive side, banks were making a conditional selling-ance business, no loss this year.

What had tradition a bank manager's perhaps to pay for a holiday, "disappeared" one-stop banking, supermarket concept the late 1960s. All in to some degree, deeper into insurance over agencies from managers and treat new service, such as leasing or the increase on executor business.

In theory the bank ideally placed to sell "Practically every transaction has a connotation," says Mr. so that with bank staff acting as the fact, and then passing on to the insurance specialists, the possibilities.

But in reality the banks' commission running well under probably be fairly incentive to refer inquiries to not the gain is only a comm to the branch's profit account, rather than the branch's pocket. While branch may have to concentrate on "insure larger ones, whereas accounts are held by pure banking to ob And anyway, was an ing more than a idea, with a relief many people and panies to put all the service requirement.

Quentin G

Risks

CONTINUED FROM PAGE VI

material or whatever may have some wonderful properties and look better, how it behaves under various conditions may cause a problem. The Summerland fire, for example, was a classic example of someone not properly understanding the highly inflammable nature of the materials used.

In order to grasp all these various problems it is normal for the consultancies and the large broking firms to either employ, or have access to highly qualified people in a number of areas. There will undoubtedly be an insurance expert in the pack, but there will also be chemists, metallurgists, industrial hygienists, engineers, fire specialists and lawyers who can be brought in to complete a survey on almost any category of firm.

Many of the large multinational corporations have, of

course, been aware of the risk problems for years and even employ their own risk managers—and, in some cases, risk management departments. In America, risk management has been in existence as a management concept for over 30 years. Certain sectors of industry are also acutely aware of the risk problems, notably those with the most to lose and those who can have the most horrific accidents—for example, the oil and chemical industries. There are also those companies which operate in high risk political areas throughout the world, and whose businesses may stand the risk of being expropriated at any time by the foreign State.

It is really the small to medium-sized companies that are most difficult to convince, those which are unused to paying for services, to critical self-analysis and the use of modern

management techniques. Considerable efforts are being made, however, to bring the message home. For example, the Association of Insurance and Risk Managers in Industry and Commerce (AIRMIC) is holding an educational conference in May at which Mr. Bill Simpson, the chairman of the Health and Safety Commission, will be answering the question of whether the new Act works in practice. A safety adviser from ICI will be appearing, along with a number of other experts in a variety of fields.

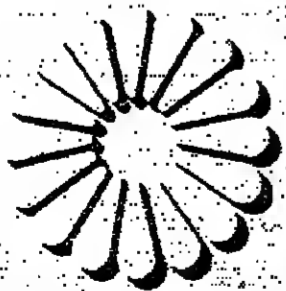
The idea of risk management, whether you look at the subject through the eyes of the traditional insurance broker or the new breed of consultant, merits consideration if only on financial rather than social grounds.

Keith Lewis

For those who cannot afford to take chances

As your business grows the worries multiply, so it's sensible to find an insurance broker with a staff of experts who will identify the risks you are running and advise you on how to minimise them. The broker should have access to worldwide insurance markets so that he can arrange cover for the hazards that cannot be eliminated.

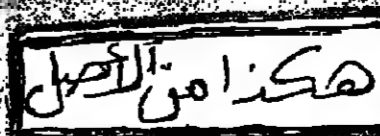
Stewart Wrightson employs two and a half thousand people in twenty five countries to provide such a service.



Stewart Wrightson

International Insurance Brokers

1 Camomile Street, London EC3A 7HJ and at Lloyd's. Tel: 01-623 7611. Telex: 88716



J.P. [Signature]

ECONOMIC VIEWPOINT

BY SAMUEL BRITTON

Mr. Healey's invisible conditions

NEW THINGS look less than already about 1.3m. or 5.6 per cent. and when the arithmetic of the Treasury forecasts in the basic rate of tax. The financial Statement, the economic forecasts, and indeed the budget, has been based on the assumption that all the income tax reliefs are given in full; and things would be more than any idea that they should not be so given. But it is surely that the government might as well get bargaining advantage it from what it intends to do any case.

Consider what a refusal of a conditional relief would mean. With a fixed limit to the growth of the money supply and a fixed public sector borrowing requirement, an increase in wage increases would mean a rise in the price of trade unionists out jobs. With a fixed limit to the growth of the money supply and a fixed public sector borrowing requirement, an increase in wage increases would mean a rise in the price of trade unionists out jobs. With a fixed limit to the growth of the money supply and a fixed public sector borrowing requirement, an increase in wage increases would mean a rise in the price of trade unionists out jobs.

What the Chancellor is in fact doing is to put the price of trade unionists out jobs, not only will they be asked to pay more for their services, they will be asked to pay more for their services, they will be asked to pay more for their services, they will be asked to pay more for their services.

in the same or 3 per cent. on net pay; but this ratio. For he would know that if he has a pay increase which no more than kept up with the rate of inflation, or the average of other pay increases (depending on the type of indexation used), his net pay would be the same as before.

COMPOSITION OF THE BURDEN OF TAXATION 1970-1978. Table with columns: Financial year, Taxes on personal income, Taxes on companies, Miscellaneous, Employment, Total direct tax, Customs & Excise, Local rates, Employment, Total indirect tax.

All figures are percentages of total Public Sector Tax and NI Receipts. Source: Treasury, 1977-78 figures based on Financial Statement.

and to take power to freeze national prices in still unspecified circumstances. No political maxim has done Labour leaders more harm than Jimmy Maxton's celebrated remark "If you cannot ride two horses at the same time you have no business to be in the bloody circus". Policy-making is more than a circus.

As Treasury officials are not fools, one's conclusion must be that they feel they need a backdoor method, which bypasses Parliament and most of the Cabinet, to be able to raise taxes or prevent politicians from reducing them too much; and for this benefit they are prepared to suffer all the disadvantages of the automatic erosion of the sumptuary duties, which like income tax are not indexed. Politicians who like to boast of non-existent or exaggerated tax cuts, as Mr. Healey was doing on television, form an unlikely alliance with officials on this matter.

Another way of looking at the Treasury's example is that it illustrates the wage frustration hypothesis. If real wages are squeezed because of a deterioration in the terms of trade, a rise in the government spending proportion, or both (as in the first two Healey years), then there is liable to be a money wage explosion, which even indexation could not avoid. Thus, the Treasury arithmetic is simply pointing out that in 1977-78 this frustration will lessen.

that they can buy net gains. If only they are large enough. For if a real £2 gain can be obtained by an extra 9 per cent on earnings, why should not trade unionists go for an extra 18 per cent, to obtain £4, or 27 per cent, to obtain £6 or more to obtain any larger percentage of which you like to think?

There are two ways of analysing the impact of an across-the-board union attempt to obtain £X per week more. If there is a permissive monetary and exchange rate policy, and no price or interest rate controls, other incomes and imports costs will go up in the same proportion and this will be no benefit to wages at all. If, more realistically, we assume that there are some elements of stickiness in the adjustments, then real wages will increase, but at the expense of employment. To obtain a worthwhile answer one would have to estimate the responsiveness of real wages to an increase in money wages; and of unemployment to an increase in real pay.

These would be intensely difficult calculations if they are possible at all; and they would have to specify the time periods involved and whether one was talking off hourly, weekly or annual pay. But in the meanwhile the slogan of tax cuts worth a 9 per cent. pay increase can only foster the illusion that union wage push is an easy way of getting something for nothing; a paradoxical piece of propaganda characteristic of the whole incomes policy saga.

Shadow boxing

Nevertheless, it is extremely unlikely that the TUC will wish to humiliate the Chancellor and jeopardise sterling in a possible pre-election period. The TUC will have every incentive to offer Mr. Healey a piece of paper to save his face; and Mr. Healey will have every incentive to accept—after a little shadow boxing—whatever he can get.

Letters to the Editor

Mortgage rates. A Sorah and Robert Holland. "Could the building industry afford to reduce interest rates by 1.75 per cent? How much are they saving?"

Waterloo Building received £13m. in interest-free mortgages in 1976. It is £17.6m. on "management fees" and had an excess of £1.6m. in other expenditure of the balance sheet.

Where the policies have been introduced, there have been no charges and payment to tenants. Both were crudely estimated to cost £1 out of £3 paid in interest was not to repay investors in a year.

Bob Widdowson. 157, Waterloo Road, S.E.1. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Homelessness. "The view that society is being run by 'skivers and do-wells' is commonly held whenever the issues of property and homelessness are raised."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

Early rider. From Mr. C. Rivington. "Sir—After some 25 years of travelling about 20 miles by rail to and from work in central London, I have recently switched to commuting by car, because of the present very high cost of season tickets."

To-day's Events

GENERAL. The Queen returns this evening from her Australian and New Zealand tour. Polling day in Stochford (Birmingham) by-election. Mr. Robert Muldoon, New Zealand Prime Minister, speaks at Foreign Press Association lunch, Savoy Hotel, W.C.2.

EMPLOYMENT. Employment ends, Royal Lancaster Hotel, W.2. Energy Trends published. City of London's Silver Jubilee celebrations begin with Junior Band of Royal Marines marching and playing in Guildhall Yard, E.C.2, 12.50 p.m.

PARLIAMENTARY BUSINESS. House of Commons: Budget debate continues. House of Lords: Merchant Shipping (Safety) Convention Bill, second reading. Debates on EEC report on European Development Fund; and on number of civil servants in London and 42rec of their dispersal. House then rises for Easter Recess until April 19.

FINANCIAL TIMES TWO-DAY CONFERENCE ON INTERNATIONAL EXECUTIVE. New Issue: March 31, 1977. All these events having been sold, this announcement appears as a matter of record only.

REPUBLIC OF ICELAND

DM 50,000,000. 7 3/4% Bonds due 1987. Issue Price: 100%.

- BANQUE BRUXELLES LAMBERT S.A. WESTDEUTSCHE LANDESBANK GIROZENTRALE. CREDIT COMMERCIAL DE FRANCE. CREDIT SUISSE WHITE WELD Limited. FIRST BOSTON (EUROPE) Limited. KREDIETBANK S.A. LUXEMBOURGEOISE. DEN NORSKE CREDITBANK. SKANDINAVISKA ENSKILDA BANKEN. ALABANK OF KUWAIT (K.S.C.). ALGERIEN BANK NEDERLAND N.V. A.E. AMES & CO. Limited. AMSTERDAM-ROTTERDAM BANK N.V. ANDRESEN'S BANK A/S. ARAB FINANCE CORPORATION S.A.L. ARAB FINANCIAL CONSULTANTS COMPANY S.A.K. ASIAC-ASIAN INTERNATIONAL ACCEPTANCES & CAPITAL Limited. JALUS BAER INTERNATIONAL Limited. BANCA COMMERCIALE ITALIANA. BANCA DEL GOTTARDO. BANCA NAZIONALE DEL LAVORO. BANCO DI ROMA. BANK FÜR GEMEINWIRTSCHAFT Aktiengesellschaft. BANK MEES & HOPE NV. BANKERS TRUST INTERNATIONAL Limited. BANQUE ARABE ET INTERNATIONALE D'INVESTISSEMENT (B.A.I.I.). BANQUE FRANÇAISE DU COMMERCE EXTERIEUR. BANQUE GENERALE DU LUXEMBOURG Société Anonyme. BANQUE DE L'INDOCHINE ET DE SUEZ. BANQUE INTERNATIONALE A LUXEMBOURG S.A. BANQUE NATIONALE DE PARIS. BANQUE NORD-EUROPE S.A. BANQUE DE PARIS ET DES PAYS-BAS. BANQUE POPULAIRE SUISSE S.A. LUXEMBOURG. BANQUE DE L'UNION EUROPEENNE. BAYERISCHE HYPOTHEKEN-UND WECHSELBANK. BAYERISCHE LANDESBANK GIROZENTRALE. BAYERISCHE VEREINSBANK. BERGEN BANK. BERLINER HANDELS-UND FRANKFURTER BANK. BIRTH EASTMAN DILLON & CO. International Limited. CAISSE DES DEPOTS ET CONSIGNATIONS. CENTRALE RAJOSBANK. CHASE MANHATTAN Limited. CHRISTIANIA BANK OG KREDITKASSE. CITICORP INTERNATIONAL GROUP.

Handwritten signature/initials in a box

Williams & Glyn
base rate...
Deposit rate...
WILLIAMS & GLYN
COMPANY NOTICES

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
U.S. \$500,000,000
GUARANTEED BY THE REPUBLIC OF ARGENTINA

MANAGED BY
MORGAN GUARANTY TRUST COMPANY OF NEW YORK
BANK OF AMERICA, N.Y. & S.F.

PROVIDED BY
BANKERS TRUST INTERNATIONAL LIMITED
MANUFACTURERS REMOVAL TRUST COMPANY
MORGAN GUARANTY TRUST COMPANY OF NEW YORK
CHEMICAL BANK
BANK OF AMERICA, N.Y. & S.F.
BANK OF NEW YORK
BANK OF MONTREAL
BANK OF MEXICO
BANK OF PANAMA
BANK OF SPAIN
BANK OF SWITZERLAND
BANK OF THE NETHERLANDS
BANK OF THE PHILIPPINES
BANK OF THE UNITED STATES
BANK OF TORONTO
BANK OF WASHINGTON
BANK OF WIREN
BANK OF ZAGREB
BANK OF ZAMBIA
BANK OF ZIMBABWE
BANK OF ZULU
BANK OF ZWAZI

AGENT
THE CHASE MANHATTAN BANK N.Y.

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
US \$90,000,000
4 YEAR MEDIUM TERM LOAN
GUARANTEED BY LA REPUBLICA ARGENTINA

PROVIDED BY
COMPTON BANKING CORPORATION
DE LA REPUBLICA ARGENTINA
COMMERCE BANK INTERNATIONAL S.A.
INTERNATIONAL BANKING CORPORATION
BANK OF AMERICA, N.Y. & S.F.
BANK OF MONTREAL
BANK OF MEXICO
BANK OF PANAMA
BANK OF SPAIN
BANK OF SWITZERLAND
BANK OF THE NETHERLANDS
BANK OF THE PHILIPPINES
BANK OF THE UNITED STATES
BANK OF TORONTO
BANK OF WASHINGTON
BANK OF WIREN
BANK OF ZAGREB
BANK OF ZAMBIA
BANK OF ZIMBABWE
BANK OF ZULU
BANK OF ZWAZI

AGENT
COMPAGNIE FINANCIERE DE LA DEUTSCHE BANK AG

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
US \$40,000,000
and
YEN 10,000,000,000
Medium Term Loan
GUARANTEED BY THE REPUBLIC OF ARGENTINA

MANAGED BY
THE BANK OF TOKYO LTD.
THE MITSUBISHI BANK LIMITED
THE SANWA BANK LIMITED

PROVIDED BY
THE BANK OF TOKYO LTD.
THE MITSUBISHI BANK LIMITED
THE SANWA BANK LIMITED
THE INDUSTRIAL BANK OF JAPAN LIMITED
THE LONG-TERM CREDIT BANK OF JAPAN LIMITED
THE NIPPON CREDIT BANK LIMITED
THE TOKAI MARIYAMA BANK LIMITED
THE YAMATO BANK LIMITED

AGENT
THE BANK OF TOKYO LIMITED

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
Guaranteed by Republic of Argentina
US \$66,000,000
FOUR YEAR TERM LOAN

Provided by
The Royal Bank of Canada The Bank of Nova Scotia
Bank of Montreal
The Toronto-Dominion Bank The Mercantile Bank of Canada
Canadian Imperial Bank of Commerce
Banque Canadienne Nationale

Agent
The Royal Bank of Canada

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
as Borrower
THE REPUBLIC OF ARGENTINA
as Guarantor
US \$60,000,000
medium term loan
provided by

Lloyds Bank International Limited
Barclays Bank International Limited
Midland Bank Limited
Euro-Latinamerican Bank Limited
- EULABANK -
J. Henry Schroder Wagg & Co. Limited
National Westminster Bank Group
London Multinational Bank Limited
Baring Brothers & Co. Limited
European Brazilian Bank Limited
- EUROBRAC -
International Mexican Bank Limited
- INTERMEX -
Libra Bank Limited
agent bank
Lloyds Bank International Limited

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
as Borrower
THE REPUBLIC OF ARGENTINA
as Guarantor
US \$35,000,000
medium term loan
provided by

Banco Central S.A.
Banco de Santander
Banco Atlantico S.A.
Banco Espanol de Credito S.A.
- BANESTO -
Banco Hispano Americano
Banco Popular Espanol
Banco Urquijo
Banco de Bilbao
Banco de Vizcaya S.A.
Banco Exterior de Espana.

agent bank
Banco Central S.A.

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
U.S. \$30,000,000
Medium Term Loan
GUARANTEED BY LA REPUBLICA ARGENTINA

Provided by
BANCOS BRANCO DE OTTAVIANO ACQUA
LA BANCA DI SIENA - BANCA DI SIENA
LA BANCA DI FIRENZE - BANCA DI FIRENZE
LA BANCA DI LIVORNO - BANCA DI LIVORNO
LA BANCA DI PISTOIA - BANCA DI PISTOIA
LA BANCA DI AREZZO - BANCA DI AREZZO
LA BANCA DI CARRARA - BANCA DI CARRARA
LA BANCA DI MASSA MARITIMA - BANCA DI MASSA MARITIMA
LA BANCA DI PRATO - BANCA DI PRATO
LA BANCA DI GROSSETO - BANCA DI GROSSETO
LA BANCA DI LIVORNO - BANCA DI LIVORNO
LA BANCA DI PISTOIA - BANCA DI PISTOIA
LA BANCA DI AREZZO - BANCA DI AREZZO
LA BANCA DI CARRARA - BANCA DI CARRARA
LA BANCA DI MASSA MARITIMA - BANCA DI MASSA MARITIMA
LA BANCA DI PRATO - BANCA DI PRATO
LA BANCA DI GROSSETO - BANCA DI GROSSETO

AGENT
CREDIT OTTAVIANO

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
as Borrower
THE REPUBLIC OF ARGENTINA
as Guarantor
FB. 600,000,000
medium term loan
provided by

Société Générale de Banque
Banque Bruxelles Lambert
Banque Européenne pour l'Afrique Latine
Kreditbank
Banque de Commerce

Agent Bank
Société Générale de Banque

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
as Borrower
THE REPUBLIC OF ARGENTINA
as Guarantor
US \$20,000,000
medium term loan
provided by

ALGEMENE BANK NEDERLAND N.V.
AMSTERDAM-ROTTERDAM BANK N.V.
COOPERATIVE CENTRALE PAFFENHOFEN
BOERENLEENBANK N.V. CENTRALE RABOBANK
BANK MEES & ROPE N.V.
NEDERLANDSCHE MIDDENSTANDSBANK N.V.
N.V. SLAVENBURG'S BANK
NEDERLANDSE CREDITBANK N.V.
FERSON, WELDRING & FERSON N.V.
agent bank
ALGEMENE BANK NEDERLAND N.V.

BANCO CENTRAL DE LA REPUBLICA ARGENTINA
as Borrower
THE REPUBLIC OF ARGENTINA
as Guarantor
US \$10,500,000
Medium Term Loan
provided by

Skandinaviska Enskilda Banken
Svenska Handelsbanken
Post-och Kreditbanken, PKbanken
Andreasen Bank International S.A.
- Luxembourg -
Göteborgs
Postipankki
Bank of Helsinki Ltd.
Kansallia-Osake-Pankki
Union Bank of Finland Ltd.

Skandinaviska Enskilda Banken

In the second of three articles on Renault, David Curry looks at The Berliet-Saviem marriage

FRANCOIS ZANNOTTI, Corsican, aged 51, small-built with a fiercely hooked nose, would stand a good chance of winning unopposed any competition to decide who held the most difficult job in Renault. Twenty years in the group, a product of the Ecole Polytechnique, that supremely elitist nursery of French engineering skills, and holder of the title of Ingenieur des Ponts et Chaussées, which ranks him in the administrative first division, Zannotti has been given the task of making Renault a competitor in the international commercial vehicle market.

The raw material he has to work with are the two commercial vehicle subsidiaries of Renault: Saviem and Berliet, the one a long-standing group member, the other a recent acquisition. These two units have to be "converged" (the word merger is too trivial) into France's international flag carrier.

For years Saviem had been making eyes at Berliet, the commercial vehicle subsidiary of Citroën and through Citroën of the Michelin tyre group. The Renault company's position in the lighter end of the market was a natural complement to Berliet's activities which were more geared towards heavy vehicles, it was argued.

Two years ago, Berliet fell into Saviem's hands. When Citroën ran out of cash and was pushed into the arms of Peugeot, France's most consistently profitable motor company, to form an enterprise which matched Renault's domestic car production, Berliet was priced loose and bought by the nationalised company, the State providing Frs.600m financial aid. Ironically, 1975 was a dismal baptism for the new partnership (the two companies retaining separate identities). But 1976 was good enough at least until the end of the summer, to produce solid

recoveries by both companies, though by year's end they were introducing modest short-time working to combat a sharp build-up of stocks because of the post-summer collapse of the market.

Berliet's 1976 turnover was up by some 2.8 per cent. to reach all but Frs.4bn, even though deliveries at 23,265, were still some 7.3 per cent. below 1975. Saviem's output of 40,671 units in 1976 (including 2,385 buses and coaches) was a good 5,000 better than 1975 and turnover rose by 27.8 per cent. to Frs.3.9bn.

Three rivals

Last year Berliet and Saviem had between them 51.7 per cent. of the 46,176 registrations of lorries, coaches and buses of more than six tonnes gross vehicle weight. Unic, the Fiat group company, took 10.4 per cent. and other French manufacturers some 0.3 per cent., giving French manufacturers altogether 62.4 per cent. of the home market in the plus six tonnes category.

Even if Saviem and Berliet individually earned their keep in 1976, do they really look a good enough team for promotion to the international league?

Zannotti has no doubt. "Imagine Japan, the U.S. and Europe as three zones," he suggests. "In each of them the annual market is between 350,000 and 400,000. There are three Japanese makers, three U.S. manufacturers and ostensibly eight European manufacturers in those markets. But if we leave aside the specialists who concentrate on a small market segment there are only three big European companies as well—Fiat, Daimler-Benz and Leyland. Renault can make the fourth."

"Too much weight is put on identities. But 1976 was good enough at least until the end of the summer, to produce solid

the 5-ton plus category we have 50 per cent. of the market. Remember that Leyland has only around 30 per cent. of its home market while Daimler-Benz has 65 per cent. and Iveco (Fiat) 75-80 per cent. of the Italian market."

"But the Italian market is only half the size of the French market and in cash-flow terms we are better placed than Daimler-Benz. Therefore our point of departure is not necessarily a poor one and you must remember that we have reached our present position with a relatively old range. Our new range will give us 55 per cent. to 60 per cent. of the home market," Zannotti predicts.

Is there a truly international market in lorries? "There are common tendencies in Europe," replies Zannotti. "The criteria of production and range are largely European, while the criteria of choice are moving towards a common European position. Of course, national rules differ and the transport system differs from country to country and so does the structure of the market between big and small hauliers and Government relations with the industry. But through all this there is a trend towards European unification."

He quotes as example the traditionally popular 3.5 ton front-wheel drive van with its apparently voluminous proportions. "Daimler-Benz with the Hanomag and Fiat-Citroën with the C35 are now also serving that market," he comments. "What we are sure of is continued expansion. Randomly of transport will continue to reduce the levels of stock carried by companies and hence cut their financial charges," he argues.

This is all very well, but what about the raw material of Zannotti's venture? He is careful not to subscribe to the theory that Berliet was a lame duck in need of charity. "Basic-

ally, by itself it had no chance of having sufficient volume to invest profitably. Prices were too high for vehicles made in too small volume while the company consistently overestimated the volumes likely from a given investment. At the same time Berliet locked itself into some very big but difficult export markets like China, Algeria and Poland—thanks to its own dynamic export policy."

But this begs the question. If Berliet was too small, what about Volvo and Scania—also small concerns in this market—but in no apparent difficulty? "It depends on the politics of the company," explains Zannotti. "Scania specialises in a very small range. Volvo is only now beginning to move into medium trucks, and I am not convinced it will not get a black eye."

The strategy for Berliet and Saviem is clear. At home they will retain separate identities and commercial networks. Production will be rationalised wherever possible with the maximum interchangeability of parts.

New range

After this preliminary stage, the emphasis will be placed on developing a new range of vehicles with durability heavily stressed and with the effort directed towards achieving volume. Nineteen-eighty-one is the target date. Exports will be developed in selective markets, the separate identities in this respect unified as Renault Industrial Vehicles.

The companies maintain autonomous administrations. Zannotti himself is the only person in the commercial vehicle section to be paid by Renault—everyone else is either a Berliet or a Saviem employee.

Investment in these years should run at around 7 per cent. of turnover, which, Zannotti

says, would be well ahead of previous performance and in the same league as Daimler-Benz.

"My personal hope is to generate cash flow to finance investment. We must invest enormously which means that we must inevitably get into debt, but that debt must be limited as far as possible by generating cash-flow."

"We have to limit overheads by rationalisation and developing volume, and we must sell to the most profitable markets not only vehicles but know-how as well." He quotes the example of selling not only buses to Africa but complete local public transport management systems. "Here especially we hope to have the imagination to be a leader."

CHELTENHAM AND GLOUCESTER BUILDING SOCIETY Annual General Meeting

Record Year-Home Loans Reach £84 M -49,000 Savings Accounts Opened

The Annual General Meeting of the Cheltenham & Gloucester Building Society was held in the Society's Chief Office on Wednesday 30 March 1977. In his report on the 1976 results, the President, MR. CHARLES E. JESSOP, attention to the following:

COMPARISON OF ANNUAL RESULTS		
1975		1976
£350.1m	Total Assets	£399.3m
	Growth	14%
£11.8m	Reserves	£15.5m
3.38%	Reserve Ratio	3.87%
£66.6m	Liquid Funds	£66.4m
19.0%	Liquidity Ratio	16.6%
£161.3m	Investment Receipts (including interest credited)	£175.1m
£81.4m	Mortgage Advances	£83.9m

Increased investment has enabled the Society to lend more to home buyers in 1976 than in 1975. The Society lent £47 million to some 6,800 house purchasers. These figures increased substantially in 1976 and again last year when a total of £84 million to 10,200 borrowers.


Our network of Branches was extended so that by the end of the year there had 70 Branch Offices in operation. 11 new offices were opened—two were larger and more central premises and one was substantially enlarged.

At a meeting of its Members in November the North London Building Society agreed to transfer its engagements to the Society as from 1 January 1977. Increased reserves and expanding branch network now places C&G in a position to attract additional investments and play a major part in provision of home loans in 1977.

CHELTHENHAM & GLOUCESTER BUILDING SOCIETY CHELTENHAM HOUSE CLARENCE ROAD CHELTENHAM GLOUCESTERShire TEL: 0242 36161

All these securities having been sold, this advertisement appears as a matter of record only.

NEW ISSUE



KØBENHAVNS AMTSKOMMUNE

(THE COPENHAGEN COUNTY AUTHORITY)

DANMARK


SWISS FRANC 50,000,000

5% SWISS FRANK BONDS OF 1977 DUE 1992

SODITIC S.A., GENÈVE

CITICORP INTERNATIONAL FINANCE S.A., GENÈVE	BANK EUROPÄISCHER GENOSSENSCHAFTSBANKEN, ZÜRICH
BANQUE DE GESTION FINANCIÈRE, ZÜRICH	COMPAGNIE DE BANQUE ET D'INVESTISSEMENTS, GENÈVE
BANQUE DE L'INDOCHINE ET DE SUEZ, SUCCURSALE DE LAUSANNE	TRADE DEVELOPMENT BANK, GENÈVE
BANCA DEL SEMPIONE, LUGANO	BANQUE DE GESTION PRIVÉE, GENÈVE
BANK CANTONALE AG, ZÜRICH	BANQUE MULTI COMMERCIALE, GENÈVE
BANK HÜSSER & CIE AG, BASEL	BANQUE PARISIÈNE, GENÈVE
BANK LANDAU & KLICHE AG, ZÜRICH	COMPAGNIE DE BANQUE ET DE CRÉDIT S.A., LAUSANNE

March, 1977




A Martini is a Martini is a Martini.

Any way you have it.
On the rocks—with gin or vodka—
or as a long drink with ice and soda.
That subtle, unique Martini Dry
taste comes singing through every
time. Fresh...clean...light.
A taste that could be called
sheer poetry.

The right one.
Any way. **MARTINI**
EXTRA DRY

هكنا من اللص



Alcalis de Colombia-ALCO Limita

US \$15,000,000
seven year term loan

Guaranteed by the
Republic of Colombia

Managed by
Amex Bank Limited

and provided by
The Royal Bank of Canada

and

American Express International Banking Corporation
Amex Bank Limited Banco Cafetero S.A. (Panama)
The Bank of Nova Scotia International Limited
Banco de Bogotá S.A. (Panama) Euro-Latinamerican Bank Limited
-EULARANK-

Agents
American Express International Banking Corporation

March, 1977

This announcement appears as a matter of record only.

Can. \$15,000,000

Dresser Industries Canada, Ltd.

Notes due 1982

Guaranteed by

Dresser Industries, Inc.

This private placement has been arranged with institutional investors.

Salomon Brothers International Limited

Swiss Bank Corporation

MINING NEWS

Robe River pushes up iron ore output

BY PAUL CHEESBRIGHT

THE ROBE River iron ore return in Western Australia's Pilbara region has achieved a substantial increase in production at a time when other producers in the area were having difficulty in maintaining output...

The Rio Tinto-Zinc group's Hamersley venture shipped more iron ore in 1976 than in 1975, but production last year was 35.1m tonnes against 38.1m tonnes...

meet additional contracts from Japanese steel mills after 1978. Although the contracts were announced last September, they recently have the financial arrangements for expansion been settled...

Queensland coal

THE Queensland Government's shortest possible decision to grant a three-year iron-ore minimum cost to itself... The government also has a long-term plan for the coal industry...

Ireland's £80m. zinc smelter

THE IRISH Government formally announced that it will build a zinc smelter in the county of Kerry. The smelter will be one of the largest in the world...

SAMANCOR TO HOLD DIVIDEND

The chairman of South Africa's SA Manganese Amcor, Mr. Fred Bamford, forecasts that, although profits may well be on a lower level than in the previous year...

BOND DRAWING

INTERNATIONAL UTILITIES OVERSEAS CAPITAL CORPORATION 6 3/4% Guaranteed Bonds 1978

S. G. WARBURG & CO. LTD., announces that the redemption installment of U.S.\$3,000,000 due 30th April, 1977 has been met by purchases in the market to the nominal value of U.S.\$451,000 and by a drawing of Bonds to the nominal value of U.S.\$2,549,000.

Table listing bond numbers and corresponding nominal values for the redemption of U.S.\$3,000,000 due 30th April, 1977.

Directors of Burns Anderson Limited... announce unaudited results as follows: Half-Year to 31st December 1976. Turnover 7,573,868. Profit before tax 201,130.

MADAME TUSSAUD'S LINI At the 50th Annual General Meeting held yesterday, 26th February 1977...

Industrial investment needs the professional's advice. Industrial investment should produce meaningful financial returns but all too often the results are disappointing because of poor advice and misdirected efforts.

هكنا من النص

INTERNATIONAL FINANCIAL COMPANY NEWS

J.P. K... (Handwritten signature)

Stork plans to pass 976 dividend

AMSTERDAM, March 30. STORK, the large Dutch general engineering company, announced 1976 with a net profit of 976 million guilders and it proposes to pass a dividend of 976 million guilders...

Cash flow improvement at Roussel

BY DAVID CURRY

DESCRIBING 1976 as "a year of restructuring and consolidation" Roussel Uclaf, France's leading pharmaceutical concern, has announced estimated post-tax profits of Frs.51m...

per cent. better at Frs.12m. A pay-out of Frs.14.25 per share including tax bonus is proposed against Frs.13.50.

group invests around 80 per cent of the total in France, though a big effort overseas is promised for the next few years. Research expenditure was Frs.241m last year.

PARIS, March 30.

HONG KONG COMPANIES

Hong Kong Land has profits rise to HK\$200m.

BY DANIEL NELSON

HONG KONG, March 30.

IN THE MIDST of a HK\$600m. re-development of all its properties in Hong Kong's Central District, Hong Kong Land has announced a group net profit of \$201.7m for 1976...

The company, which the general manager Mr. Vernon Roberts claims is "the biggest real estate company in the world" is reaping the rewards for laying plans for the future during the recession of 1974.

The latest profit figure continues the company's tradition of making conservative profit forecasts. In October Mr. Willie forecast a total of "not less than" \$75m. There was previously even greater discrepancy.

DOMESTIC BONDS

Landmarks for W. German market

BY PAULINE CLARK

THE WEST German capital market passed two landmarks this week with the announcement of terms for the new Federal Government long-term loan.

bank and also an easing of terms on savings loans in the near future.

Although the bond market did show signs of weakness during the month, the fall in associated coupon and yield rates to 6.5 per cent. against a par issue price, the authorities seemed to have the option in the new issue to retain a 7 per cent. maturity.

Rennies may cut payout to raise cover

BY RICHARD ROLFE

JOHANNESBURG, March 30.

RENNIES CONSOLIDATED, in which Jardine Matheson took a 53 per cent. stake in October, 1976, gives a warning in its latest annual report covering the 18 months to December 31, 1976, that "it may well be necessary to reduce dividends so, as to restore a cover more in keeping with inflexible times."

Moreover, the forecast, made by Mr. Charles Fiddlan-Green, Rennie's chairman, is subject to the performance of the group's share, while the debt:equity ratio, as high as 145 per cent. interest, its 33 per cent. stake before the Jardine Matheson deal, has fallen to 89 per cent.

Moreover, the forecast, made by Mr. Charles Fiddlan-Green, Rennie's chairman, is subject to the performance of the group's share, while the debt:equity ratio, as high as 145 per cent. interest, its 33 per cent. stake before the Jardine Matheson deal, has fallen to 89 per cent.

SELECTED EURODOLLAR BOND PRICES

Table with columns: STRAIGHTS, MID-DAY INDICATIONS, and various bond types like AAA Canada, AAA Germany, etc.

NOTES

Table with columns: NOTES, and various bond types like Australia, Austria, etc.

FLOATING RATE NOTES

Table with columns: FLOATING RATE NOTES, and various bond types like 3M of Tokyo, etc.

D. MARK BONDS

Table with columns: D. MARK BONDS, and various bond types like Austria, Belgium, etc.

CONVERTIBLES

Table with columns: CONVERTIBLES, and various bond types like American Express, Ashland, etc.

Weekly net asset Value on March 28 1977. Tokyo Pacific Holdings N.V. U.S. \$ 41.24. Tokyo Pacific Holdings (Seaboard) N.V. U.S. \$ 30.07.

DRAGADOS Y CONSTRUCCIONES, S.A.

Annual Shareholders Meeting. RESOLUTIONS: Directors' Report and Accounts of the year for 1976 were approved and the dividend was fixed at 12.5%. RESULTS: Profits, at Ptas. 59,069 million, were million up on the previous year...

New Issue. All of these securities have been sold. This announcement appears as a matter of record only. March, 1977

TOYO MENKA KAISHA, LIMITED

(Kabushiki Kaisha Toman) (Incorporated with limited liability in Japan) US \$30,000,000 7% per cent. Guaranteed Notes 1982 unconditionally and irrevocably guaranteed as to payment of principal and interest by THE TOKAI BANK, LIMITED

- List of banks and financial institutions: The Nikko Securities Co., (Europe) Ltd., Morgan Grenfell & Co. Limited, Amsterdamsche Bank N.V., Citicorp International Group, etc.

Downtrend resumed in early trading £ very firm

BY OUR WALL STREET CORRESPONDENT

THE RECENT downward trend resumed on Wall Street today, after a slight extension of yesterday's technical rally.

Closing prices and market reports were not available for this edition.

Advances by a seven-to-four margin. Trading remained slow at 4,500 shares, although up 440,000 shares compared with noon yesterday.

TUESDAY'S ACTIVE STOCKS

Table with columns for Stock Name, Change, and Price. Includes stocks like American Motors, General Motors, and Ford.

A U.S. Government report of a 0.4 per cent rise in February Leading Economic Indicators...

Indices

NEW YORK - DOW JONES

Table showing Dow Jones index data for 1977, including high and low points and percentage changes.

STANDARDS AND POOR'S

Table showing Standard & Poor's index data for 1977, including high and low points and percentage changes.

OVERSEAS SHARE INFORMATION

Large table listing overseas share information for various companies, including names, prices, and changes.

The flow of mostly favourable Corporate news aided trading. But most Shippings fell against the general trend.

PARIS—Irregular in calm trading. With investors waiting for the new French Government to be announced.

BRUSSELS—Mixed trend. The 200-Share index rose 0.20 to 175.100 in heavy trading on its sharp rise in dividend and profits.

OTHER MARKETS Canada higher Canadian stock markets were slightly higher yesterday morning.

London fell on profit-taking. Kyoto Ceramic gained ¥180 to ¥3,350. Matsushita Communication Industrial Y60 to Y1,430.

GENEVA—Mixed in light trading. Banks and Steels were off slightly, while Chemicals and Utilities gained ground.

AMSTERDAM—Firm in quiet trading. The flow of mostly favourable Corporate news aided trading.

VIENNA—Generally lower in moderate dealings. HONG KONG—Generally lower

STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.

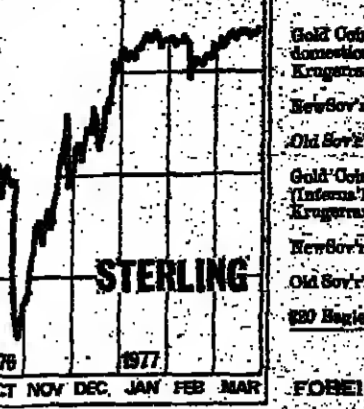
STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.

STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.

STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.

STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.

STERLING continued to advance 2.46 per cent in the international foreign exchange market yesterday following a favourable overseas reception to the measures contained in the Budget.



SPECIAL DRAWING FREIGHTS RATES

Table showing freight rates for various routes and commodities.

EXCHANGE CROSS-RATES

Table showing cross-rates for various currencies including the Dollar, Franc, and Pound.

EURO-CURRENCY INTEREST RATES

Table showing interest rates for various Euro-currency deposits.

FORWARD RATES

Table showing forward rates for various currencies.

GERMANY

Table showing stock prices for various German companies.

TOKYO

Table showing stock prices for various Japanese companies.

BRUSSELS/LUXEMBOURG

Table showing stock prices for various Belgian/Luxembourg companies.

PARIS

Table showing stock prices for various French companies.

Vertical sidebar containing various financial advertisements and notices, including 'GOLD SALES', 'Commodity', and 'MARKET TRADING'.

FARMING AND RAW MATERIALS

Australian sugar sale to China

SYDNEY, March 30. THE AUSTRALIAN sugar industry has clinched a deal to supply...

Price Commission probe of tea market planned

BY ELINOR GOODMAN, CONSUMER AFFAIRS CORRESPONDENT. THE TEA market is being referred to the Price Commission...

Coffee and cocoa lose early gains

By Richard Mooney. COCOA AND coffee prices on the London terminal markets closed higher yesterday in spite of sharp late falls...

NATURAL RUBBER U.K. urged to exploit desert plant

BY OUR COMMODITIES STAFF. WASHINGTON, March 30. production in the U.S. must be mechanised. It said guayule is suitable for mechanised agriculture...

Maize syrup output rise recast

NEW YORK, March 30. HIGH fructose maize syrup output will increase capacity to 2.5m lbs. sugar basis...

London metal prices rally

BY JOHN EDWARDS, COMMODITIES EDITOR. METAL PRICES rallied strongly on the London Metal Exchange yesterday...

Call for bigger pig subsidy

BY OUR COMMODITIES STAFF. THE 50p a score (20 lbs) subsidy on British pig production must be at least doubled to bring British pig farmers to a break-even situation...

Fish farming potential limited

BY DAVID FISHLICK, SCIENCE EDITOR. FISH FARMING cannot produce cheap protein and cannot make a significant difference to the total fish landed in Britain...

Citrus export loss cut

BY OUR OWN CORRESPONDENT. ISRAELI CITRUS exports this season will fall 1.5m cases short of the original target for 1976...

Israel citrus exports this season will fall 1.5m cases short

ISRAELI CITRUS exports this season will fall 1.5m cases short of the original target for 1976...

COMMODITY MARKET REPORTS AND PRICES

Table with multiple columns for various commodities including Metals, Cocoa, Coffee, Rubber, Wool, and Palm Oil, showing prices and changes.

Why do clients prefer Prescott? 5. LESS BROKERAGE. As commodity traders know excess trading ("churning") can reduce profits dramatically...

Prescott Commodities Ltd Bloomsbury Square, London WC1A 2LP. BULL OR BEAR MARKET TREND. In the 31 days since the 1st of March...

COMMODITY BACK OFFICE STAFF. REQUIRED. Commodity experience necessary. Phone: P. J. WINFIELD SNW COMMODITIES LTD. 01-242 3377.

RESTAURANTS. GALLIOPOLI RESTAURANT, 40 Old Broad Street, E.C.2. Open every day for lunch. 11.30-1.30. Dinner 7.30-11.00. Mon-Sat 57. Tel: 568, 1022.

COFFEE. Very steady, reports Drexel Burnham. Fresh selling at higher levels was continued...

SILVER. Silver was fixed 3 1/2p an ounce higher for spot delivery to the London market...

SOYABEAN MEAL. Market opened 2 1/2p on a firm Chicago close with prices tending to drift down...

GRAINS. WHEAT. 145 1180/100 of 15 tonnes. Physical closing prices (buyers) were: Spot 32.5p (22.5p) May 31.75p (31.25p); June 32.2p (32.25p).

WOOL FUTURES. LONDON. Unchanged to a shade easier in more active session, reports Bache.

MEAT/VEGETABLES. SMITHFIELD (pence per pound) - Beef: Scottish Mutton 54.5 to 55.0; Ewe: 54.0 to 54.5.

MEAT/VEGETABLES. SMITHFIELD (pence per pound) - Beef: Scottish Mutton 54.5 to 55.0; Ewe: 54.0 to 54.5.

MEAT/VEGETABLES. SMITHFIELD (pence per pound) - Beef: Scottish Mutton 54.5 to 55.0; Ewe: 54.0 to 54.5.

PRICE CHANGES. Table showing price changes for various commodities like Metals, Cocoa, Coffee, Rubber, Wool, and Palm Oil.

U.S. Markets. Table showing market data for various commodities in the U.S., including prices and changes.

FINANCIAL TIMES. Mar. 29 277.78 281.79 189.89. Mar. 30 278.00 281.79 189.89. Mar. 31 278.00 281.79 189.89.

Discussion of breakdown. DELEGATES to a vehicle recovery conference at Wembley on May 5 and 6 will be able to see demonstrations of a variety of lifting gear used by the country's breakdown men to clear Britain's roads.

STOCK EXCHANGE REPORT

Gains of up to £3 1/2 in Gilts lead to broad advance which leaves share index with a rise of 6.8 at 427.2

Account Dealing Dates
Optimism
First Declared Last Account Dealing Dates
Mar. 14 Mar. 24 Mar. 25 Apr. 5

The strength in British Funds which ended below the best but with rises extending to £31 over-shouldered all else in stock markets yesterday.

By comparison, equities made a lethargic showing although the share-falls ratio of 152 clearly illustrated market sentiment.

Gilts buoyant
Budget considerations gave the market in British Funds the anti-climatic first opening but it was a revival of the trend towards lower interest rates that provided the real impetus to an upsurge which left high-coupon stocks as much as 32 points higher, after

31, and the shorts up by some 21 points. Demand reached sizeable proportions and with stock obviously in short supply dealers widened their trading spreads, but buyers were not put off and only in the after-hours business did profit-taking fractionally pare the gains.

An early flush of enthusiasm in the investment currency market took the premium from 112 to 114 1/2 per cent.

The reduction in base lending rates by 1 per cent. to 9 1/2 per cent. failed to deter Bank shares which moved ahead with the rest of the market.

Breweries celebrated their escape from fresh excise duty, closing widely better with gains ranging from 10 in Wolverhampton Dudley at 15 1/2.

The Budget announcement that an additional £100m. is to be injected into the rejuvenation of inner city areas over the next two years coupled with hopes of a reduction in mortgage rates helped enliven interest in the building sector.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2. Fisons moved up 1 1/2 to 42 1/2.

Electricians contributed their fair share of good gains. Comet Radiolion rose 7 to 8 1/2 on relief that there has been no change in VAT rates.

The Engineering leaders put on a good showing with Tube Investments outstanding at 41 1/2, up 1 1/2 after 41 1/4.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2. Fisons moved up 1 1/2 to 42 1/2.

Electricians contributed their fair share of good gains. Comet Radiolion rose 7 to 8 1/2 on relief that there has been no change in VAT rates.

Motor and Distributors shared in the general upturn despite the proposed petrol and road tax increases.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2. Fisons moved up 1 1/2 to 42 1/2.

Electricians contributed their fair share of good gains. Comet Radiolion rose 7 to 8 1/2 on relief that there has been no change in VAT rates.

Motor and Distributors shared in the general upturn despite the proposed petrol and road tax increases.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2.

Among Chemicals, ICI touched 28 1/2 before closing 8 up on balance at 30 1/2. Fisons moved up 1 1/2 to 42 1/2.

Electricians contributed their fair share of good gains. Comet Radiolion rose 7 to 8 1/2 on relief that there has been no change in VAT rates.

Table with 5 columns: Stock Name, Mar 29, Mar 30, Mar 31, % Chg. Includes Government Secs, Fixed Interest, Industrial Ordinary, etc.

Table with 5 columns: Stock Name, High, Low, High, Low. Includes Govt. Secs, Fixed Int., Ind. Ord., Gold Mines.

Initially the gold market opened on a note of optimism as the Budget left the gold market in a state of uncertainty.

LEADERS AND LAGGARDS

Table showing percentage changes in share prices since December 21, 1977. Columns: Share Name, % Chg.

BASE LENDING RATES

Table listing various banks and their lending rates for different types of loans.

RECENT ISSUES

Table listing recent stock issues including company names, denominations, and closing prices.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for stock name, price, and yield.

RIGHTS OFFERS

Table listing rights offers for various companies.

U.K. ECONOMIC INDICATORS

Table showing various economic indicators for the UK, including unemployment, wages, and retail prices.

BASE LENDING RATES

Table listing various banks and their lending rates for different types of loans.

RECENT ISSUES

Table listing recent stock issues including company names, denominations, and closing prices.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for stock name, price, and yield.

RIGHTS OFFERS

Table listing rights offers for various companies.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

NEW HIGHS AND LOWS FOR 1977

Table listing new high and low prices for various stocks in 1977.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

FT-ACTUARIES SHARE INDEX

Table showing the FT-Actuaries Share Index and its components.

AUTHORISED UNIT TRUSTS

OFFSHORE AND OVERSEAS FUNDS

Main table listing various unit trusts and offshore funds with columns for fund names, managers, and performance metrics.

Unit Trust Association logo and Chairman's Statement text.

Chairman's Statement: Extracts from the statement made by the Chairman, Mr A. P. W. Simon, TD, FCA at the sixteenth Annual General Meeting of the Association on 30th March, 1977.

Insurance, Property, Bonds section containing various insurance policies, property listings, and bond information.

INSURANCE BATES table with columns for insurance types and rates.

CORAL INDEX Close 427.42

W. BERRY TEMPLETON LTD Property Consultants to Commerce and Industry 47 Great Russell Street London WC1B 3PA

FT SHARE INFORMATION SERVICE

INDUSTRIALS - Continued

Table of stock prices for various industrial companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

ENGINEERING - Continued

Table of stock prices for engineering companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

DRAPERY AND STORES - Continued

Table of stock prices for drapery and stores companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

ELECTRICAL AND RADIO

Table of stock prices for electrical and radio companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

BUILDING INDUSTRY - Continued

Table of stock prices for building industry companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

CHEMICALS, PLASTICS

Table of stock prices for chemical and plastic companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

ENGINEERING, MACHINE TOOLS

Table of stock prices for engineering and machine tool companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

CINEMAS, THEATRES AND TV

Table of stock prices for cinema, theatre, and TV companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

DRAPERY AND STORES

Table of stock prices for drapery and stores companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

BUILDING INDUSTRY, TIMBER AND ROADS

Table of stock prices for building, timber, and road companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

FOOD, GROCERS

Table of stock prices for food and grocery companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

HOTELS AND CATERERS

Table of stock prices for hotels and caterers companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

CANADIANS

Table of stock prices for Canadian companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

BANKS AND HIRE PURCHASE

Table of stock prices for banks and hire purchase companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

COMMONWEALTH & AFRICAN LOANS

Table of stock prices for commonwealth and African loans, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

BEERS, WINES AND SPIRITS

Table of stock prices for beer, wine, and spirit companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

BRITISH FUNDS

Table of stock prices for British funds, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

INTERNATIONAL BANK

Table of stock prices for international banks, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

LOANS MISCELL

Table of stock prices for various loan and miscellaneous companies, including columns for High, Low, Stock, Price, Div, Crs, Yld, and PE.

U.S. \$ & DM prices exclude inv. 5 premium

Handwritten scribble at the top center of the page.

INDUSTRIALS - Continued

Table of industrial stocks including companies like British Petroleum, Shell, and ICI, with columns for stock price, price change, and volume.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies such as Rover, Jaguar, and British Aerospace.

PROPERTY - Continued

Table of property-related stocks including various real estate and construction firms.

TRUSTS - Continued

Table of trust and investment funds such as the Guinness Trust and various pension funds.

OVERSEAS TRADERS

Table listing international trading companies and their stock prices.

SANYO SECURITIES CO. LTD. advertisement with logo and contact information for London and Hong Kong offices.

MINES - Continued

Table of mining stocks including companies like Anglo American, De Beers, and various regional miners.

PROPERTY

Small table listing property-related items or companies.

TRUSTS, FINANCE, LAND

Small table listing trust and financial entities.

FINANCE

Small table listing financial institutions and services.

FAR WEST RAND

Small table listing far west mining stocks.

DIAMOND AND PLATINUM

Small table listing diamond and platinum related stocks.

SURANCE

Small table listing insurance companies.

COMMERCIAL VEHICLE

Small table listing commercial vehicle companies.

COMPONENTS

Small table listing component manufacturers.

SHIPPERS, REPAIRERS

Small table listing shipping and repair companies.

SHOES AND LEATHER

Small table listing shoe and leather goods companies.

SOUTH AFRICANS

Small table listing South African stocks.

NEWSPAPERS, PUBLISHERS

Small table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING

Small table listing paper, printing, and advertising companies.

TEXTILES

Small table listing textile companies.

TOBACCO

Small table listing tobacco companies.

TEAS

Small table listing tea companies.

INDIA AND BANGLADESH

Small table listing Indian and Bangladeshi stocks.

AFRICA

Small table listing African stocks.

CEYLON

Small table listing Ceylon stocks.

MINES

Small table listing mining stocks.

CENTRAL RAND

Small table listing central rand mining stocks.

EASTERN RAND

Small table listing eastern rand mining stocks.

WEST RAND

Small table listing west rand mining stocks.

O.F.S.

Small table listing O.F.S. stocks.

FINANCE

Small table listing financial institutions.

REGIONAL MARKETS

Small table listing regional market data.

OPTIONS

Small table listing options contracts.

3-month Call rates

Small table listing 3-month call rates.

